

Corporate Wellness in a New Era

Vitality Works Research Findings Unlocks Trends Towards 2030





Vitality Works leads the agenda for Corporate Wellness in Australia and New Zealand

Colleagues,

People leadership in this time of uncertainty is one of the best tests of the strength and courage of our culture. This pandemic has shown us all how critical it is, in the face of such a brutal reality, to elevate our human capacity for care and connection with the people around us and to be understanding and hopeful as we lead them through unprecedented change.

Now more than ever, the role of Corporate Wellness is high on the business agenda. How businesses respond during this time will forever make an impression on our most valuable assets, our people.

Through October 2020, our Vitality Works team and valued clients across Australia and New Zealand have shared their insights, strategies and points of view for Corporate Wellness programs through the Vitality Works Corporate Wellness Industry Trends Survey 2020.

Delving deep into the results we see clear trends, gaps and opportunities emerging. Arguably the singular key strategy we see to optimise corporate wellness of the future is to genuinely see and value "the whole person", not just "the worker" or their "work"

Reframing our perspective to help an individual realise their full potential means we value and will proactively build their mental, social, physical, financial, vocational and spiritual wellbeing – as well as their engagement in meaningful work as part of a safe, healthy and purposeful life.

Part of truly "seeing" the person will involve building a "picture" of the person through deeper listening, real conversations as well as through digital and virtual initiatives that collect data and insights on their health and their health behaviours, their readiness for growth and development..

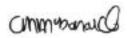
It then means responding to help build their health, safety and wellbeing through a program that is tailored to the context of their role and organisation and personalised to be relevant to the "picture" of them as a person.

As people leaders in this new era of business, we are also presented with a significant opportunity for understanding and measuring the benefits and outcomes of corporate wellness programs.

Our research revealed that over 30% of organisations surveyed don't measure any outcomes. This is despite the significant influence that the health and wellbeing of our workforce has on company culture, performance and business success...

The new frontier of people leadership is upon us and it is my hope that these insights and considerations for the future of Corporate Wellness will be valuable and a good starting point to build from or refine your organisation's health and wellness strategy.

Yours in good health and wellness.



Cathy McDonald

Executive General Manager Vitality Works

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Understanding the post COVID world and our next steps

The COVID-19 pandemic of 2020 has been a catalyst for seismic technological, economic and societal changes that have forced companies to restructure, redefine and rewire their way of working rapidly.

As a result, HR and wellness professionals are finding not only the health and wellbeing needs of employees has changed, but the delivery of wellbeing, engagement, and cultural directives effectively across business has also changed.

Corporate wellness trends research conducted by Vitality Works across 13 industry sectors in Australia and New Zealand; has provided a unique insight into how COVID-19 has impacted businesses and the influence a post-COVID world will have on the future of health and wellbeing.

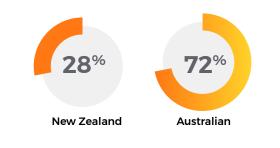
We are proud to present our latest research that shows the challenges organisations are facing today; the implications for corporate wellness strategy heading into 2021, and what the future trends in employee wellness will be heading towards the next decade.

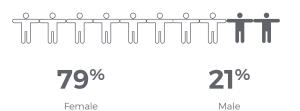
The Top 7 Insights on the next 12 months of Corporate Wellness in a COVID-19 World

Vitality Works Industry Trends Survey 2020

In October 2020 a survey of leading HR, WHS, Safety and Wellbeing managers from over 13 industry sectors in Australia and New Zealand was conducted by Vitality Works. The survey looks at the anticipated Workplace Health and Wellbeing (HWB) needs of workers across Australia and New Zealand following the impact of COVID-19 and into the future.

The respondents







Organisational structure



Respondents were across 13 industries with six key sectors representing over 60% of respondents







Blue collar

Even split of both White collar white and blue-collar

13%	Manufacturing
10%	Healthcare
10%	Government
10%	Retail/Trade
9%	Construction
9%	Financial Services/Banking



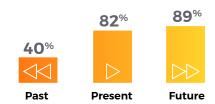
Research Insights

Insight #1

Health & Wellbeing (HWB) strategy a growing priority in 2021 and beyond

Over 82% of organisations ranked having a health and wellbeing strategy as being a high or very high priority now, compared to 40% in the prior twelve months.

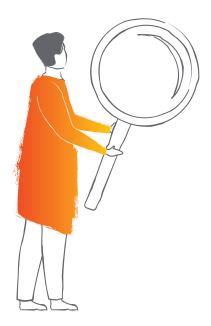
% organisations who viewed health and wellness as high or very high priority



"Investing in employees' health & wellbeing is 100% necessary. Employers cannot afford to not invest in their employees. Employers will risk losing high performers due to burn out, fatigue or leaving to go to another company that promotes an interest in the health and wellbeing of their staff. Health and wellbeing can no longer remain a box ticking exercise. It needs to be part of the company ethos."

- Survey respondent

- Prioritising your existing HWB strategies allows your organisation to help your staff deal with the physical, psychological and work-related challenges faced since the pandemic.
- With an increase in companies solidifying their HWB offering, attracting and retaining talent with a robust HWB strategy is now more important than ever.
- Investing in efficacious HWB strategies to support the health and mental wellbeing of workers exposed to psychological stress due to COVID-19 will strengthen employee engagement, wellbeing and safety.



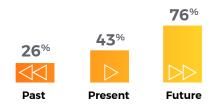
Research Insights

Insight #2

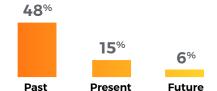
More organisations have HWB strategies in place in 2020 than in 2019, with this figure set to grow dramatically in the future

There was a 63% increase in organisations with a HWB strategy compared to the previous twelve months, with an expected increase again to over 70% in the next twelve months.

% of organisations with a robust, mature health & wellbeing strategy in place



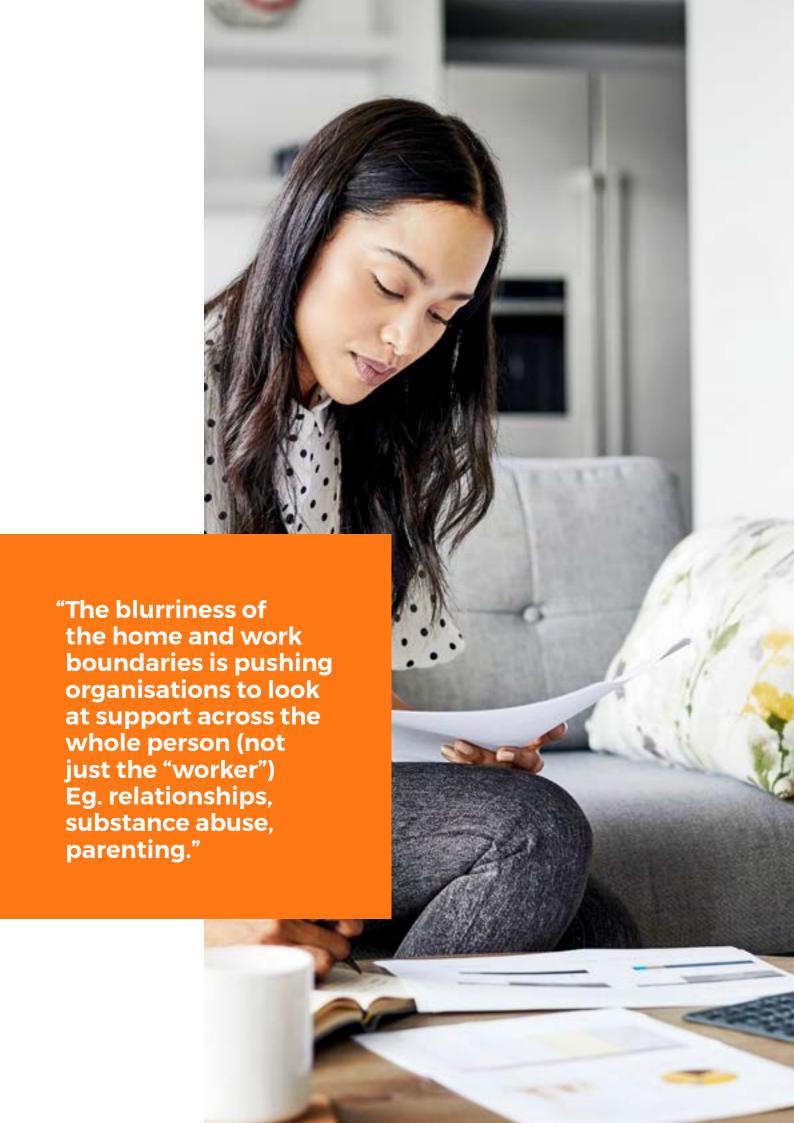
% of organisations who did not have a strategy



"The future needs to be a holistic approach to wellbeing across all areas of our peoples' lives. For positive cultural change within organisations to take place, we need to integrate and embed mental health and wellbeing activities within our dayto-day business operations. Preventative mental health and wellbeing programs must be recognised as being as important as managing and supporting those with an injury or illness and be appropriately funded and have visible support from the most senior leaders within the organisation."

- Survey respondent

- HWB strategies are going to be a vital part of supporting employees and helping businesses thrive in a post-pandemic world. Reviewing the strengths and weaknesses of your current strategies and aligning your future investment with datadriven strategies that address identified needs will help you manage the challenges ahead.
- Ensuring your HWB initiatives are rolled out across your entire business and not just in selected locations can strengthen your HWB strategy, supporting equality of access for all employees.



Insight #3

Future HWB strategies need to help employees deal with change and uncertainty



of respondents experienced large disruptions to their way of working during COVID



have decreased their workforce



Remote work has grown from 3% to 36% in twelve months with over 50% of business surveyed saying they will have remote work in future.

- A robust HWB needs to withstand the impact of disruptions to the workforce that COVID may bring in the future.
- The safety and mental health challenges facing workers is not a temporary measure and needs to become an integral part of HWB strategies going into the foreseeable future. Initiatives that cover multiple elements of "whole person health" rather than just one element, can be more effective in supporting desired health outcomes
- Re-examining personal safety policy for the athome worker to include family violence protection measures and additional addiction support may be required by some organisations.



Research Insights

Insight #4

Mental wellbeing is the number one HWB priority now and into future

Top HWB priorities **FUTURE** Top HWB priorities NOW 1. Safety and injury 1. Mental wellbeing 1. Mental wellbeing and resilience & resilience reduction 2. Mental wellbeing 2. Safety and injury 2. Safety and injury initiatives reduction reduction 3. Improving **3.** Connectedness **3.** Attract and retain talent engagement & engagement $<\!<\!<\!<$

"One of the biggest advantages of the COVID-19 pandemic is that it has brought - The increased focus on mental health and building health and wellbeing (predominately mental wellbeing) to the forefront for so many companies. Identifying the need for businesses to look after the wellbeing of their employees during a global crisis."

"While many enjoy working from home, stating that they are more productive without the general distractions while working in the office, the flip side to this is the potential for decreased feelings of connectedness and team cohesion."

- resilience will need an expansion or redevelopment of HWB strategies for some organisations to ensure these are well integrated with existing health, safety and injury reduction programs.
- Delivering HWB initiatives to remote working employees and monitoring their effectiveness may be a challenge to some organisations. Adapting to new technologies and delivery methods will be an important part of catering to the needs of remote workers.

Insight #5

COVID expected to have a significant impact on employee mental health over the next six months

Top 5 issues expected to potentially negatively impact employees over the next six months due to COVID

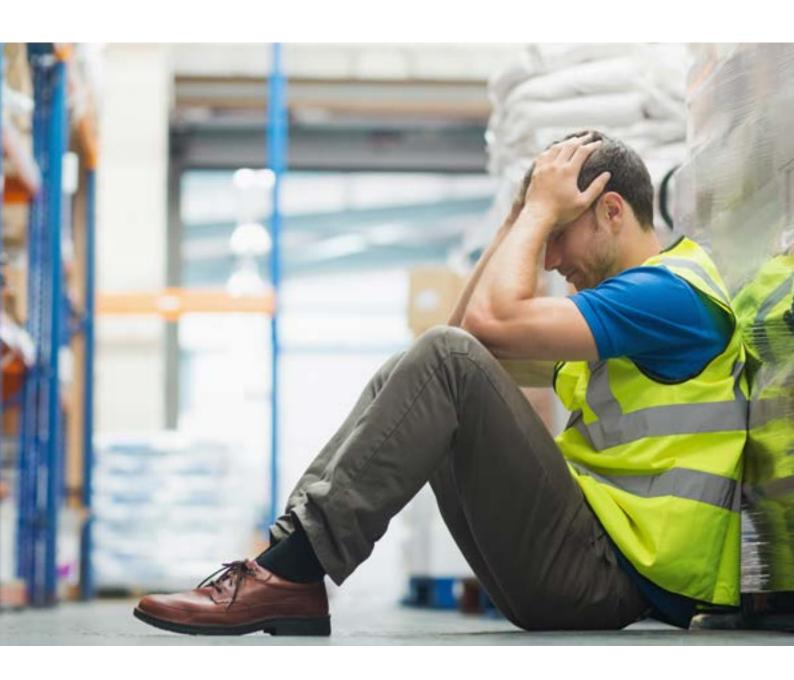
- · Depression & anxiety
- · Mental wellbeing
- · Team morale
- · Fatigue/Burnout
- · Physical Wellbeing

"In completely rethinking the way we operate, there are going to be so many future impacts of COVID-19 on the health industry. Positively - we'll have a greater work/life balance, more time for our families, more flexibility on the location of work meaning less congestion in the cities, more time in nature, bigger living spaces etc. Negatively - heightened anxiety and burnout rates, less active employees will drive higher ergonomic injuries and higher obesity rates causing other health complications. The role of HR will be that of engagement, connectedness, mental health and wellness."

- Survey respondent

- Having HWB strategies that support the mental health of your employees will be paramount over the next six to twelve months.
- HWB strategies need to help remote workers maintain a healthy work-life balance to help prevent burnout and fatigue
- While financial wellbeing was not identified in the research as a major factor impacting employee health over the next six months, compared to other issues, it may now be a red flag. Employees under financial strain are identified as being at-risk for mental health issues post-COVID-19, incorporating financial wellbeing into your HWB strategy could put you at a competitive advantage.
- Ensuring HR, Safety and Wellbeing managers have the training and education and support they need for the development and delivery of new workplace mental health policies will be a priority in a post-COVID world.





Insight #6

Initiatives to support social connection and mental wellbeing to be a major investment focus.

Initiatives most likely to attract investment over the next 12 months



"I think our biggest challenges are going to be how we keep staff connected as I believe we will be taking a more flexible approach and allowing employees to have an ongoing flexible working from home arrangement. [This]....will bring some challenges, including staff members being more sedentary & missing that social connection, so I feel that mental health is going to need to be at our forefront. We will need some virtual, digital challenges that are new and fresh and engaging; it's certainly going to be hard to create an awesome culture when you lack an office. Also, my biggest concern at the moment is the lack of engagement from our manufacturing staff so we will need to address ways to help then feel engaged and encouraged to lead that healthy lifestyle!"

- Survey respondent

- HWB strategies will need to include initiatives that support team building across a hybrid workforce
- As previously discussed, global studies now indicate a greater need for mental health support for employees. Do not, however, dismiss the importance of physical fitness on mental health. Integrating physical fitness initiatives into future HWB strategies provides a clinically effective tool in managing mental health issues.
- Understanding the impact of the global recession as it unfolds over the next twelve months on your employees may indicate a need for financial wellbeing to be included in future HWB initiatives.
- Telehealth services may not have been high on the radar of workplace health and safety professionals before COVID. Still, with the large investments that COVID has forced the industry to make in telehealth for mainstream health delivery, the benefits of telehealth options for corporate HWB strategies will likely be worth exploring.

Research Insights

Insight #7

Delivery of health and wellness will need to change in a virtual world

Twelve months ago



80% of respondents preferred face-toface delivery of wellbeing initiatives

"[I see] more virtual events on the cards for health and wellness (exercise, yoga, meditation, walking meetings, social for some virtual, digital challenges that are new and fresh and engaging."

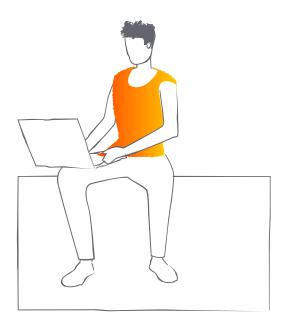
- Survey respondent

Now,



60% of respondents prefer virtual delivery

- Existing HWB strategies will likely need to be modified to ensure effective delivery, both face-toface and virtually.
- Monitoring the effectiveness of HWB strategies delivered virtually to a remote workforce will likely present challenges to some organisations.
- Adopting digital HWB options, particularly those that enable ongoing connections will likely increase engagement and assist in the delivery of initiatives to remote workers.



Key Corporate Wellness challenges 2021 and beyond

The critical challenges we see organisations facing in a post-COVID future include:

· Embracing new technology

Employers in some instances have had to integrate new technology quickly, others have struggled to meet the technological changes created by the change in workforce. The exciting opportunity moving forward is to use these technological changes to help deliver more targeted, personalised and innovative health and wellbeing initiatives.

Promoting Health, wellness and safety for remote workers

Organisations across ANZ have quickly established guidelines for a mentally and physically safe work environment in the home. Maintaining these guidelines and onboarding new staff in a remote work environment will create opportunities for many organisations to become industry leaders in remote worker safety.

Building Mental wellbeing and resilience for all workers
 With the increasing use of technology such as zoom
 and skype, organisations have seen 'behind the
 curtain' into the daily lives of their employees.
 Being able to see the whole person has provided a
 deeper understanding of mental health challenges
 facing many employees. This has led to HR and Wellbeing
 managers needing better mental health resources.

· Focussing on Engagement

Assessing your teams' real experiences of work after the changes enforced in 2020 has been a challenge for many organisations, reiterating the importance of strong communication channels.

Preventing fatigue & burnout

The line between work and home has been blurred for many employees and creating clear boundaries between work and home has presented challenges across many organisations.

Supporting Team Building

Team building when organisations are now hybrid of remote and onsite workers presents several challenges; connecting remote workers with onsite workers, workers missing 'normalcy' and resisting new attempts at team building and making virtual team meetings feel relaxed and engaging

Defining corporate culture

Helping your employees adapt behaviourally, culturally and emotionally to change and uncertainty can be a difficult process. Redefining channels of communication and encouraging staff to connect virtually will help you stay ahead of the cultural curve challenge.



7 Corporate Wellness trends towards 2030



The global pandemic of 2020 has seen the issues of employee engagement (following widespread remote working), safety and mental health thrust into the spotlight. But what does this mean for the next decade? 2021 and beyond will see the role of technology to support better health and wellbeing programs and outcomes continue to grow, we will need to work to reinforce the financial and emotional stability of our workforce. But most importantly, we will need to take a whole-person view of our employees' health, ensuring their time at work, and home is rewarding, healthy and safe.

1. Corporate Wellness for a new generation

Globally, those born after 1980 now outnumber those born earlier in the workplace. A generational handover of political, cultural and economic power is already underway and will continue throughout the 2020s. Developing wellness plans that appeal to Generation Z and Millennials is essential for business health and success.

Generation Z or 'zoomers' value holistic wellness practices in the workplace that are personalised and integrate new technologies.

Zoomers also seek an outcomes-based approach to their work, wanting recognition based on their output, not just the hours put in. Zoomers are also looking for meaningful work that contributes not only to their bank balance but to their community as a whole.

Millennials are motivated by flexibility and collaboration and value social cohesion, helping millennials maintain social cohesion in the workplace will be an important part of future wellness strategies. Equally, they require support and guidance on a host of wellness proof points including diet, lifestyle, sleep, stress, nutrition, exercise, mental and financial wellness strategies.

Equally, supporting Gen Y and Baby Boomers in the workplace, some in extended careers post standard retirement age, will require investment by businesses. Gen Y and Baby Boomers bring an abundance of life and work experience that provides all-important emotional maturity, wisdom and a unique perspective that is an asset to any business. This too will play a key role in a wellness strategy, with a different set of physical and mental wellbeing challenges coupled with the need to have a diverse, bespoke and personalised approach to workplace culture.



2. Mental wellness across a diverse workforce

With global mental health research indicating an increase in symptoms of anxiety, depression and psychological stress over the last 12 months, mental health is now a leading employee wellbeing focus.

While many organisations have implemented successful EAP programs, an EAP program alone will not be enough to manage the increased mental health needs in the workplace effectively, particularly when working at least partly, or in whole, from home. People leaders and employees need the knowledge, tools, and skills to lead on mindfulness strategies and manage mental health issues through proactive and preventative approaches.

Providing training for the workforce in identifying mental health issues, particularly for remote workers; having regular wellbeing conversations and offering ongoing health check-ins can help support employee mental wellbeing before issues escalate. The advent of regular onsite integrated wellness clinics will continue to increase.

According to The Wellbeing Lab 2020 report, creating a culture where employees can feel safe to talk about their mental health and supporting ongoing initiatives that encourage small daily actions to improve mental wellbeing across the organisation builds trust and helps employees thrive.

This will be underpinned by a need for active support and investment by business in physical health initiatives through subsidies and onsite activities, as these are widely known to support overall wellness, including mental wellbeing.

"Using a diverse mix of digital methods to interact with employees from personalised texts to online competitions will drive employee engagement and increased use of employee benefits and assist in the development of a personalised approach to health and wellbeing"

3. Financial Wellness as part of Wellness Strategies

Globally the world is facing what looks to be the worst economic crisis since the Great Depression. Governments, businesses across a wide range of industries and households are likely to emerge from the pandemic with severely weakened balance sheets and increased debts, which could mean that there is a long economic hangover from COVID-19.

Incorporating financial wellness as part of health and wellness strategies, with guidance on responsible money management, budgeting, saving and investing will become an essential part of employee support reducing the effects of financial stress, which has a major impact on mental health and wellbeing.

4. Digital Technology for personalisation

Incorporating greater use of technology into wellness offerings will help support optimal health outcomes across an organisation, making the delivery of a quality and consistent virtual and digital experiences to multiple offices and remote employees easier.

Wearable technology, health apps, telemedicine and digital communication, offer new, interactive methods of delivering wellness initiatives, allowing businesses to reach employees across multiple locations and working situations.

Using a diverse mix of digital methods to interact with employees from personalised texts to online competitions will drive employee engagement and increased use of employee benefits and assist in the development of a personalised approach to health and wellbeing.

Digital technology also provides data on how initiatives are being used and appeals more to younger employees who use this technology as part of daily life.

The downside might be the lack of personal connection which needs to be closely monitored, however the opposite can also be true if the initiatives are well thought through.





5. Protecting privacy with increased data security

With the increased use of Al. and digital technology, protecting privacy will become an integral part of employee wellness programs. Ensuring employee data is being used in compliance with relevant privacy legislation and protected from potential cybersecurity threats will be paramount. For example, gaining consent to access and protecting employee wellness data is a key determinant in reporting progress to the individual and ROI/VOI to the organisation.

6. Re-engineering of performance management

Performance management in the coming decade will need agility to deal with changing work conditions and changing employee needs. Gallup has highlighted key success factors for performance management in the future:

- · Agile, collaborative goals that change as conditions change
- Frequent, two-way, informal dialogue, with timely recognition of achievements
- Quarterly progress reviews with accountability and incentive adjustments as conditions change.
- Include 2-way conversations on optimising the design of work to ensure productive and meaningful work.
- Incorporate a wellbeing discussion in every performance conversation with employees reviews should always start with a wholistic wellbeing "check-in".

7. Boosting Employee experience – treating the employee like a 'customer'

Executives, globally recognise that enhancing employee experience significantly affects employee retention, productivity and loyalty. Businesses are now taking the same customer experience approach when considering the employee experience. Looking at the employee journey and how you can provide solutions that support the individual in the work they are doing today but what will also make them more marketable throughout their careers will become important. Continuous and open two-way communication is vital to assess and maintain employee experience. Regular "pulse-checks" of employee experience during times of crisis is essential. It helps managers develop workplace initiatives that attract and retain talent and provide certainty and security in a time when workers need it the most.

Vitality Works can help you navigate your way through current and emerging health and wellbeing trends to create a wellness strategy for the post-COVID worker now and for an engaged, safe and healthy workforce heading towards 2030.

Our Wellbeing Strategy Checklist is designed with considerations to help you develop a wellness strategy that takes care of your employees now and into the future

*One of our biggest opportunities as people leaders is to focus on the employee experience as a unifying bridge between people strategy and wellbeing strategy by designing more human-centred, personalised health and wellbeing solutions"

Cathy McDonald

What can we do now to get ready for the future of workforce wellbeing

76% of organisations said they expected to have a robust, mature health & wellbeing strategy in place as they head into 2021 and beyond (up from 26% in the past and 43% currently). Our checklist is designed as thought starters to help you determine and implement a health and wellbeing strategy in 2021. Based on our experience, we can advise what elements are needed to develop a robust, mature H&W strategy. Get in touch with one of our Client Partners and Corporate Health Experts on info@vitalityworks.com.au for more information and advice.

Wellbeing Strategy Checklist 2021

Step one:

Clearly define your organisations wellness goals for 2021 and beyond. Set measurable SMART goals with a speicfic start (pre) and end (post) metrics to be delivered within certain timeframes. Some examples include:

Improving teamwork/morale

Enhancing productivity

Meeting your employee's requests

Improving the physical health of your employees

Improving the mental health of your employees

Improving the safety of my remote workforce

Containing costs

Improving recruitment/retention

Reducing absenteeism/presenteeism

Improve company culture

Other

Step two:

Define how your organisation will demonstrate its commitment to these goals. Common examples include:

The CEO genuinely believes in the value of worksite wellness for employees

Incorporating employee health and wellbeing as part of our company's mission statement

Communicating the importance of wellness to all employees

Appointing staff to lead wellness initiatives

Allocating resources to wellness programs

Your CEO communicating the importance of wellness to all employees (e.g.formal written memo, incorporated into orientation, public addresses, etc.).

Management participating in wellness activities offered

Developing and implementing a clearly defined promotions plan for your wellbeing program

Step three:

Define how mature is your current health and wellbeing program?

Starting out

Intermediate

Advanced

Fully integrated across our organisation



Step four:

Understand your people. Understanding your people is important for several reasons, it allows you to identify higher risk situations, define who the wellbeing program is for and develop the most effective communications strategy.

Who is the wellbeing program for?

Office workers

Remote workers

On-site workers

All of the above

Other_

Are there specific issues you need the program to address?

Absenteeism

Sick leave

Workplace injuries, please define

Heart health

Healthy eating

Alcohol consumption

Physical fitness

Domestic or family violence

Financial Wellness

Chronic pain management

Coping with mental illness

Vaccinations

Other

How many employees do you have in each age category?

15 - 18 years 18 - 25 years

25 - 40 years

45 - 60 years

65 and over

How will the wellness program be delivered?

Face-to-face

Virtually

Personal health technology e.g. smart watches, phones, please define

Telephone

Digitally

All of the above



Step five:

How are you going to measure the effectiveness of your wellness strategy? Over 30% of respondents to our research do not measure the effectiveness of their wellness programs. Measuring the outcomes of your programs, helps you determine ROI and employee outcomes.

Measuring awareness and participation

Monitoring participant satisfaction.

Documenting improvements in knowledge, attitudes, skills, and behaviours.

Assessing changes in biometric measures (e.g., body weight, strength, flexibility, cholesterol levels, blood pressure, etc.).

Assessing and monitoring the health status of "at-risk" employees.

Measuring changes in both the physical and cultural environment (e.g., policies, benefits, working conditions, etc.).

Monitoring the impact of wellness on key productivity indicators (e.g., absenteeism, turnover, morale).

Analysing cost-effectiveness, cost savings, and return on investment.

Step six:

How are you going to create a supportive work environment?

Give employees time so that they can participate in health promotion activities.

Provide incentives to employees to increase participation in wellness initiatives

Offer employees peer support groups and mentoring opportunities

Make healthy food options available in vending machines and cafeteria

Maintain an easily accessible wellness library

Offer assistance to help employees address issues of work/life balance

Recognise and reward successes

Distribute reminders to employees and their families concerning upcoming activities and events

Encourage ongoing dialogue by providing opportunities for employee input.

Provide timely feedback to individuals that are involved in the company programs.

Allow employees to communicate feedback through formal communication channels (e.g. suggestion boxes, e-mail, surveys, etc.).

Communicate program results to all levels of management.

Focus on the design of work - ensure it is efficient and as meaningful as possible



About Vitality Works

Vitality Works delivers transformational workplace health solutions across Australia and New Zealand. We build healthier businesses through healthier people.

For over a decade, we have partnered with over 1,500 clients in ANZ from SME's to Blue-Chip companies to reduce workforce injuries, increase productivity, maximise participation and engagement, drive health, safety and wellbeing outcomes and foster healthy cultures.

We have helped organisations across a wide variety of industries and workforce demographics, from white-collar corporate and government offices to blue-collar manufacturing, energy, construction, utility and mining sites and are proud to be able to say that we have helped improve the lives of over 1,500,000 people.

Our workplace health programs are built upon an "Assess, Prevent & Thrive" strategic consultancy framework, in which we assess health through data-driven tools, prevent ill-health and injury (both physical and mental) and help people thrive through a portfolio of behaviour change programs that build an engaged, happy, safe and healthy workforce.

If you would like more information or advice on completing this checklist or developing / refining a health and wellness strategy that will set you up for the future of workplace wellbeing, please get in contact with us

Partnering with an experienced organisation like Vitality Works can help you achieve the outcomes you need to ensure a safe, engaged, resilient and productive workforce, and a meaningful employee experience that builds a healthy culture and a healthy business.

www.vitalityworks.health

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Building Healthier Businesses through Healthier People

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