

The background of the entire image is a high-contrast, black and white photograph of ocean waves. The waves are captured in a dynamic, mid-break state, with white foam and spray visible against the dark water. The lighting creates strong highlights and shadows, emphasizing the texture and movement of the water. The overall tone is dramatic and energetic.

WELCOA★

THE PATH TO SUCCESS  
WELLNESS AS A BUSINESS  
STRATEGY



# RYAN PICARELL

# A

President & CEO, WELCOA





# A Healthy Bottom Line

*The Inconvenient Truths*



## Inconvenient Truths

- » People's individual wellbeing is hurting (on the decline). **FACT.**
- » Work is harming worker wellbeing in a lot of places. **FACT.**
- » Current approaches to workplace wellness have been, at best, marginally successful. **FACT.**
- » The business case for workplace wellness has changed. The main value story has failed. **FACT.**
- » People want and need to improve their wellness. **FACT.**
- » Wellness and wellbeing are a key driver of on the job performance and ultimately organizational performance. **FACT.**





# Inconvenient Truths

The organizational benefits of a culture of high vs. low wellbeing:

33%

Higher profitability  
(Gallup)

43%

More productivity  
(Hay Group)

300%

More innovation  
(HBR)

51%

Lower turnover  
(Gallup)

88%

Engaged at work vs. 50%  
(Limeade)

66%

Decrease in sick leave  
(Forbes)

125%

Less burnout  
(HBR)



Organizations with high wellbeing do better financially and in terms of share value, they outperform their peer companies by a significant margin.

*(Jessica Grossmeier, Ray Fabius, et al., Linking Workplace Health Promotion Best Practices and Organizational Financial Performance, JOEM, vol. 58.)*







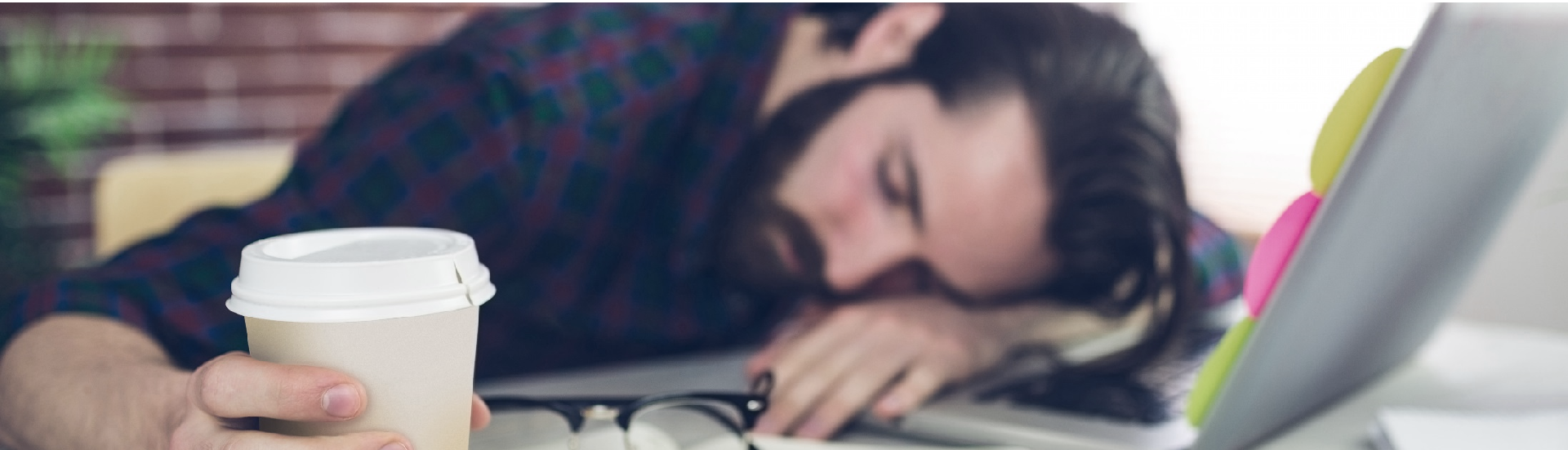


# The Consequences of Poor Health



“Lack of **Sleep** Costs U.S. About \$411 Billion in Lost **Productivity**, Study Finds. ... **Sleep** deprivation not only influences an individual's health and wellbeing but has a significant **impact** on a nation's economy, with lower **productivity** levels and a higher mortality risk among workers.”

<http://fortune.com/2016/11/30/sleep-productivity-rand-corp-411-billion/>



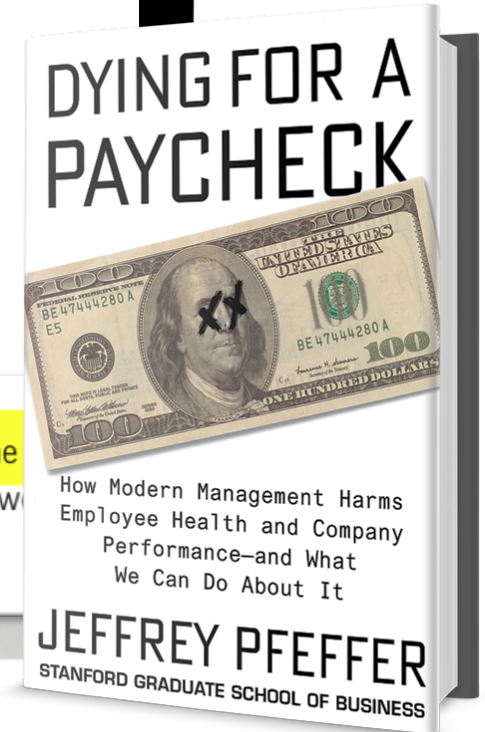
# STRESS IS THE #1

workforce risk issue, ranking above  
physical inactivity and obesity.





I didn't think the workplace would be the fifth leading cause of death in the States. And, by the way, when I talk to HR people, they say the numbers w certainly wrong: They are too low.





BUSINESS  
INSIDER

TECH FINANCE POLITICS STRATEGY LIFE ALL

BI PRIME INTELLIGENCE

## Japan's toxic culture of overwork drove this 31-year-old woman to death — and it looks like there's no end in sight

Alexandra Ma May 8, 2019, 5:30 AM



Mitsu Sado died of overwork in 2013. ANN News/YouTube

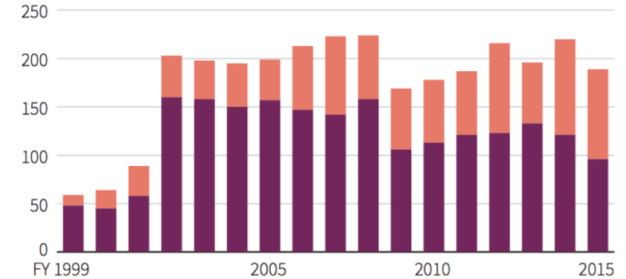
- The Japanese government recently gave citizens a ten-day public holiday to celebrate its new emperor, but not everyone was happy about it.
- The country is notorious for its non-stop work culture and rigid

### Death by overwork in Japan

When someone dies from working excessive hours in Japan and the surviving family wants compensation, the family asks the government to judge whether or not the case is officially death by overwork, also deemed as *karoshi*.

#### OFFICIAL “KAROSHI” CASES IN JAPAN

Cause of death: ■ Stroke/heart failure ■ Suicides and attempted suicides



Source: Ministry of Health, Labour and Welfare (Japan)





EUROPE

The New York Times

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## ***35 Employees Committed Suicide. Will Their Bosses Go to Jail?***



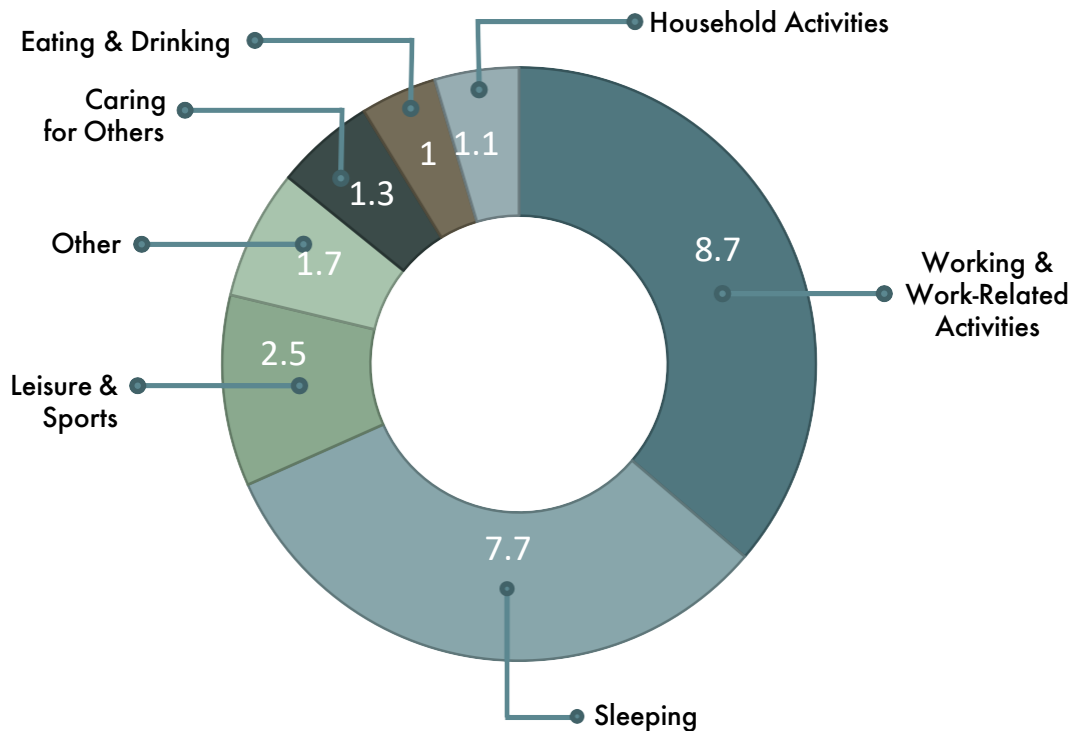
French union members outside the Paris courthouse at the start of the trial of France Télécom in May.  
Thibault Camus/Associated Press



It is a Responsibility —  
Not a Choice



# Average Workday



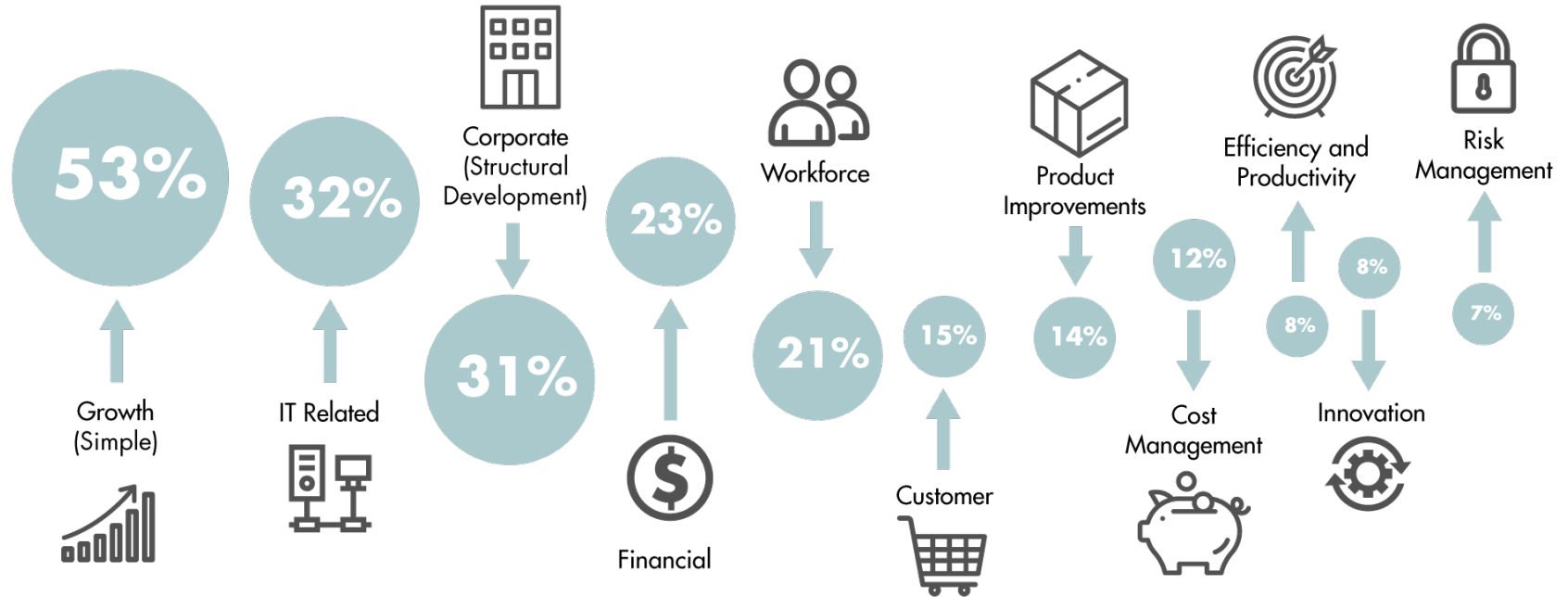
The average person spends  
**90,000**  
**hours**  
at work over their lifetime.



# Business Priorities



## Percentage of Respondents Ranked by Summary Top Three Mentions





# Top HR Initiatives

TOP 10 KEY INITIATIVES FOR 2019	PERCENTAGE OF HR LEADERS PRIORITIZING <sup>1</sup>	
1. Building critical skills and competencies for the organization	66%	
2. Current and future leadership bench	60%	
3. Employee experience	51%	
4. Organizational design and change management	47%	
5. Driving digital business transformation for the organization	37%	
6. Talent analytics	33%	
7. Recruiting	31%	
8. Future of work	30%	
9. Diversity and inclusion	29%	
10. Performance management	27%	

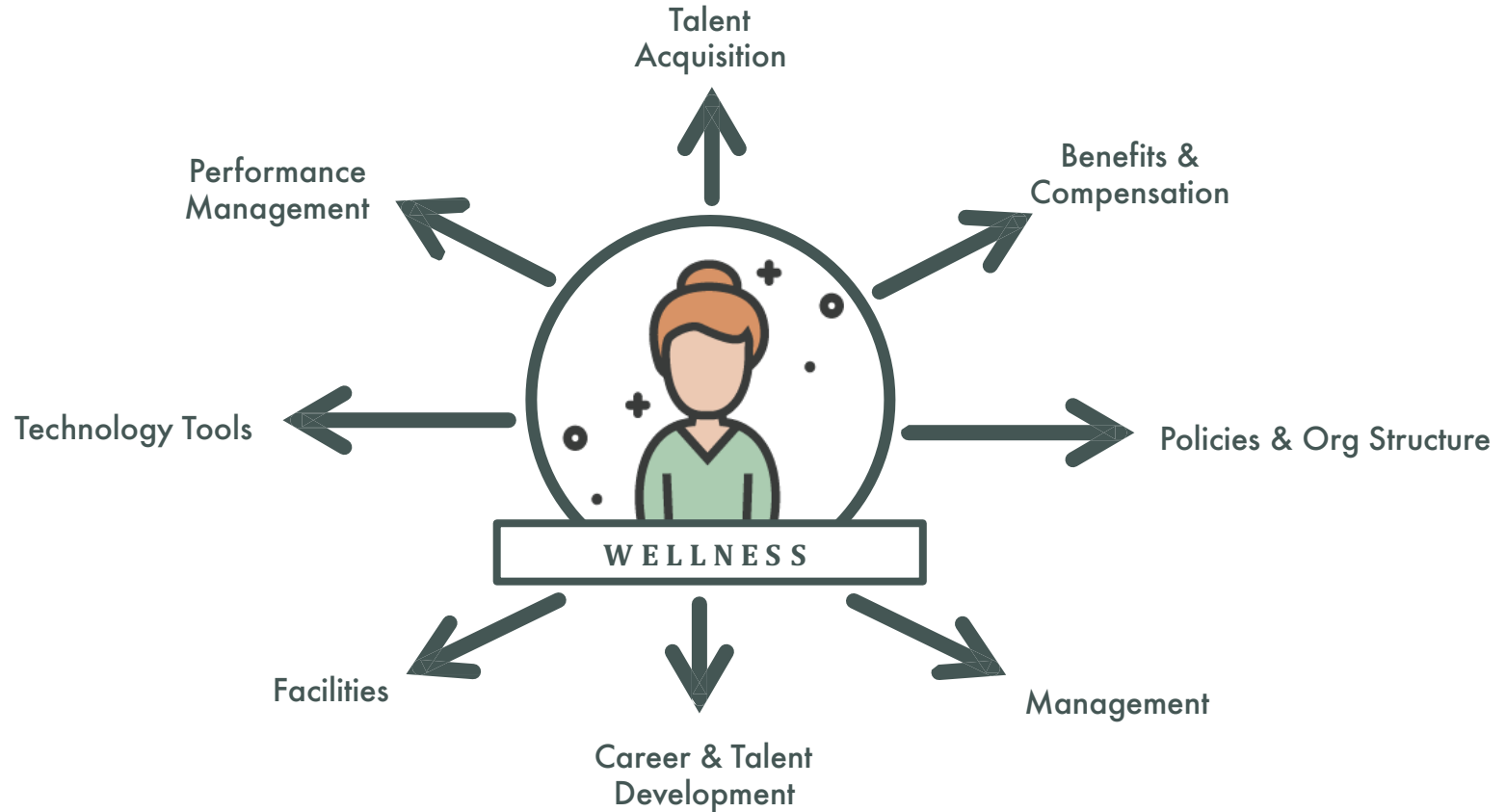
**n = 843 HR leaders**

Source: Gartner 2019 Future of HR Survey

<sup>1</sup> This number reflects the percentage of HR leaders who chose each key initiative as critical to achieving their corporate objectives. Leaders could indicate two to five key initiatives for each of their top 3 corporate objectives chosen.



It's so much more than a “program”... it's a business imperative





# A New Paradigm for Thriving Organizations







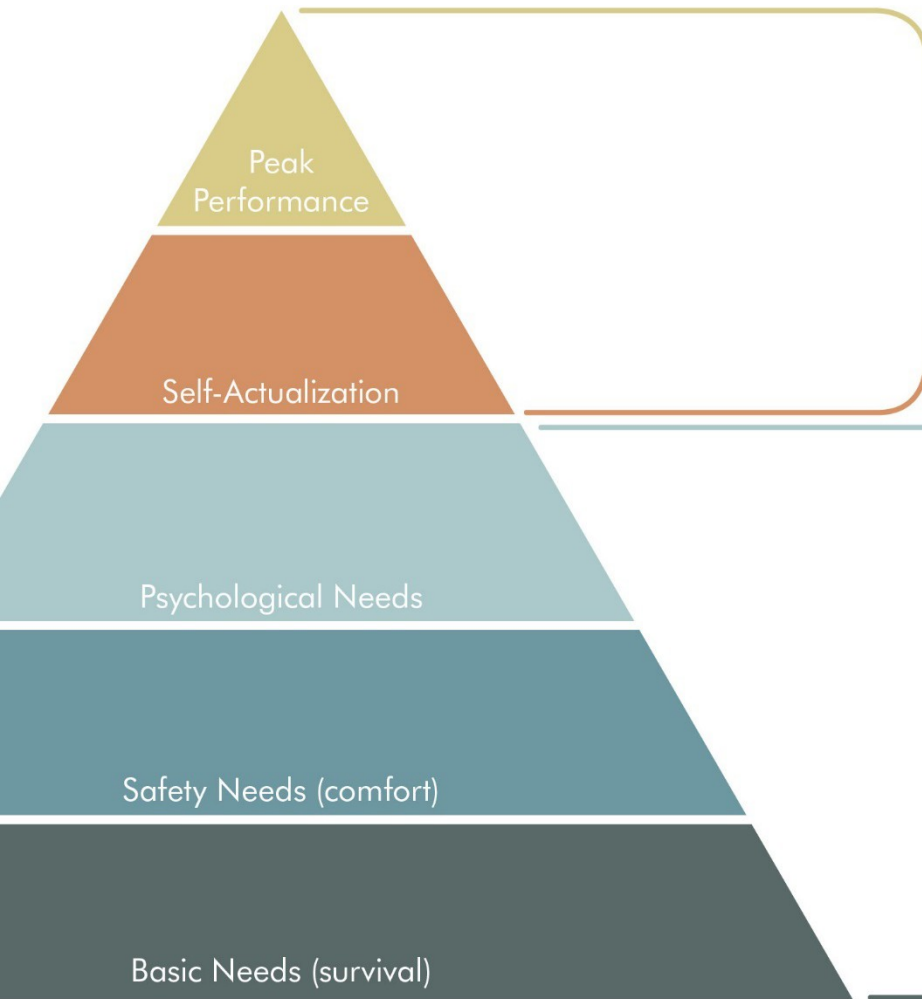
WELCOA'S SEVEN BENCHMARKS

# WELCOA's Definition of Wellness



## WELCOA'S DEFINITION *of* WELLNESS





Low-fat, high fiber diet  
7+ hours of sleep a night  
Blood pressure under 140/90  
Low cholesterol  
Up-to-date preventative screenings  
Regular check-ups  
Exercise 30 minutes a day

Sex, drugs and a crappy boss...  
and money, and caregiving,  
and sleeplessness,  
and a troubled marriage

## INSPIRED ORGANIZATIONAL CULTURES



It turned out that a strong culture of compassion and love predicted benefits all around: less burnout, fewer unplanned absences, more teamwork, and higher work satisfaction for employees; fewer emergency room trips and higher mood, satisfaction, and quality of life for patients; and more satisfaction with the facility and willingness to recommend it for families.

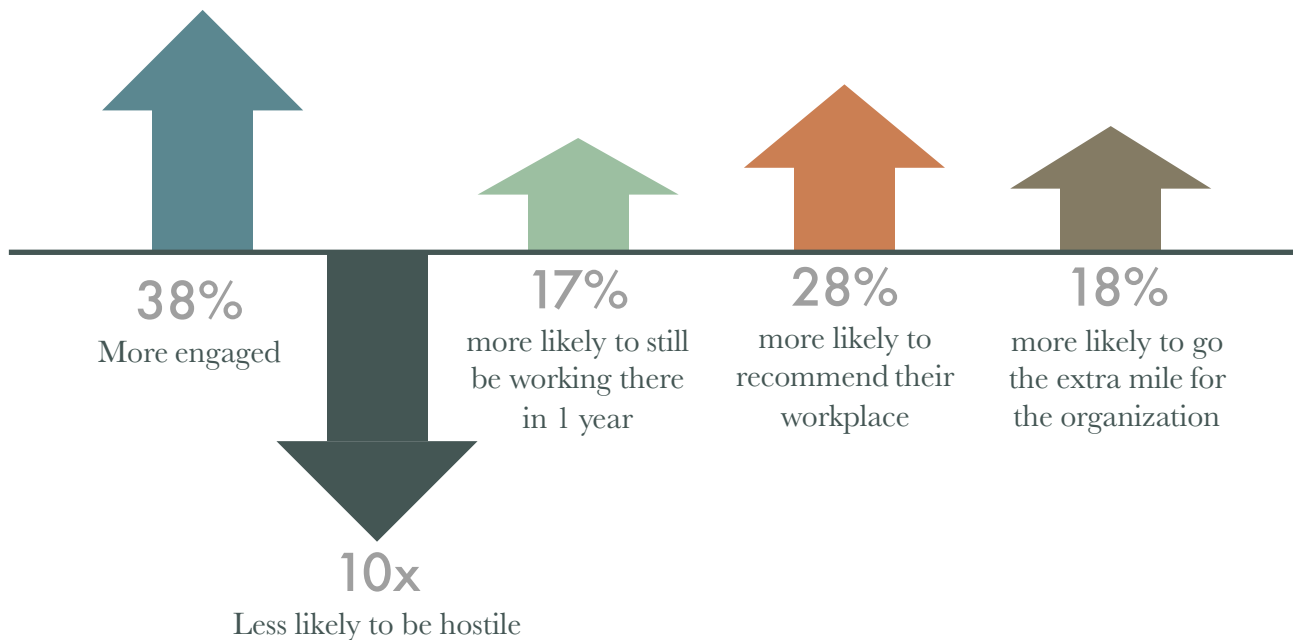
[https://greatergood.berkeley.edu/article/item/why\\_you\\_should\\_love\\_thy\\_coworker#When:16:09:00Z](https://greatergood.berkeley.edu/article/item/why_you_should_love_thy_coworker#When:16:09:00Z)



## THE VALUE OF A HEALTHY ORGANIZATION



When employees believe their employer cares about their health and well-being, they are...





## THE BENEFITS OF WELLBEING



- » 42% more likely to evaluate their overall lives highly
- » 27% more likely to report “excellent” performance in their own job
- » 27% more likely to report “excellent” performance by their organization
- » 45% more likely to report high adaptability in times of change
- » 37% more likely to report always recovering “fully” after illness, injury, or hardship (resilience)
- » 59% less likely to look for a job with a different organization in the next 12 months
- » 18% less likely to change employers in a 12-month period
- » 19% more likely to volunteer their time in the past month.

**50%**  
reduction  
in accidents



The background of the slide features a white central area where the text is located. The corners of the slide are filled with a dark blue, textured pattern that resembles ocean waves or ripples in water. This pattern is triangular, meeting at the bottom center.

# Building the Foundation

# Organization's approach to supporting health and well-being is:



STRATEGIC



SYSTEMATIC

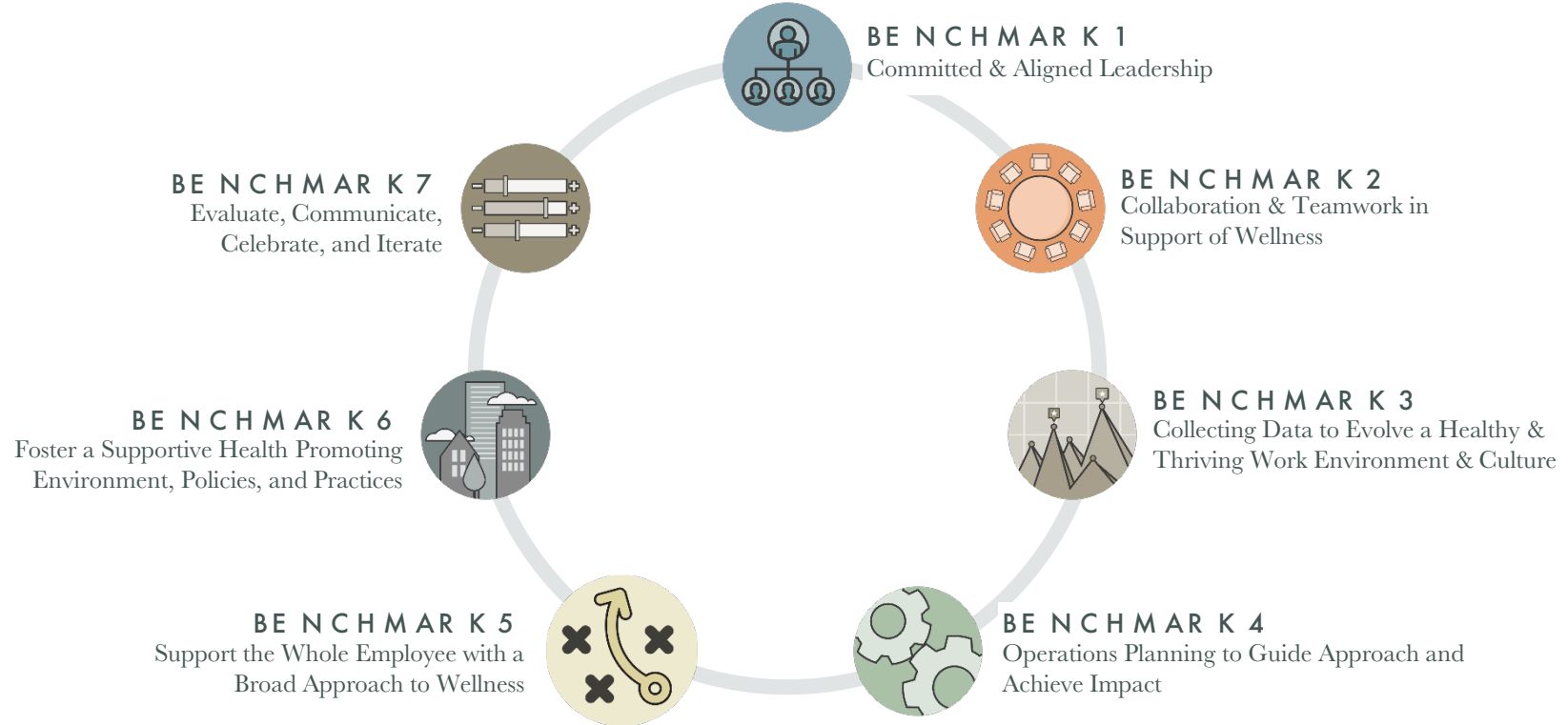


COMPASSIONATE  
& EMPATHETIC



# The Well Workplace Process

THE NEW 7 BENCHMARKS SPEAK TO THE FUTURE OF THE WORKPLACE



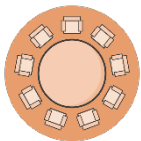




# BENCHMARK 1

Committed & Aligned Leadership





## BENCHMARK 2

Collaboration & Teamwork in Support of Wellness





## BENCHMARK 3

Collecting Data to Evolve a Healthy & Thriving Work Environment & Culture







## BENCHMARK 4

Operations Planning to Guide Approach and Achieve Impact





## BENCHMARK 5

Support the Whole Employee with a Broad Approach to Wellness







## BENCHMARK 6

Foster a Supportive Health Promoting Environment, Policies, and Practices





*“One thing that’s missing in today’s  
workplace is a link to nature, and that’s  
what we’re doing here.”*

**JOHN SCHOETTLER**

Vice President,  
Amazon Global Real Estate and Facilities



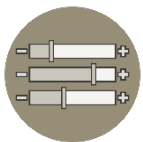
Employees who work in office spaces that incorporate natural elements such as natural light and greenery report:

15% HIGHER LEVELS OF WELL-BEING

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15% HIGHER LEVELS OF CREATIVITY





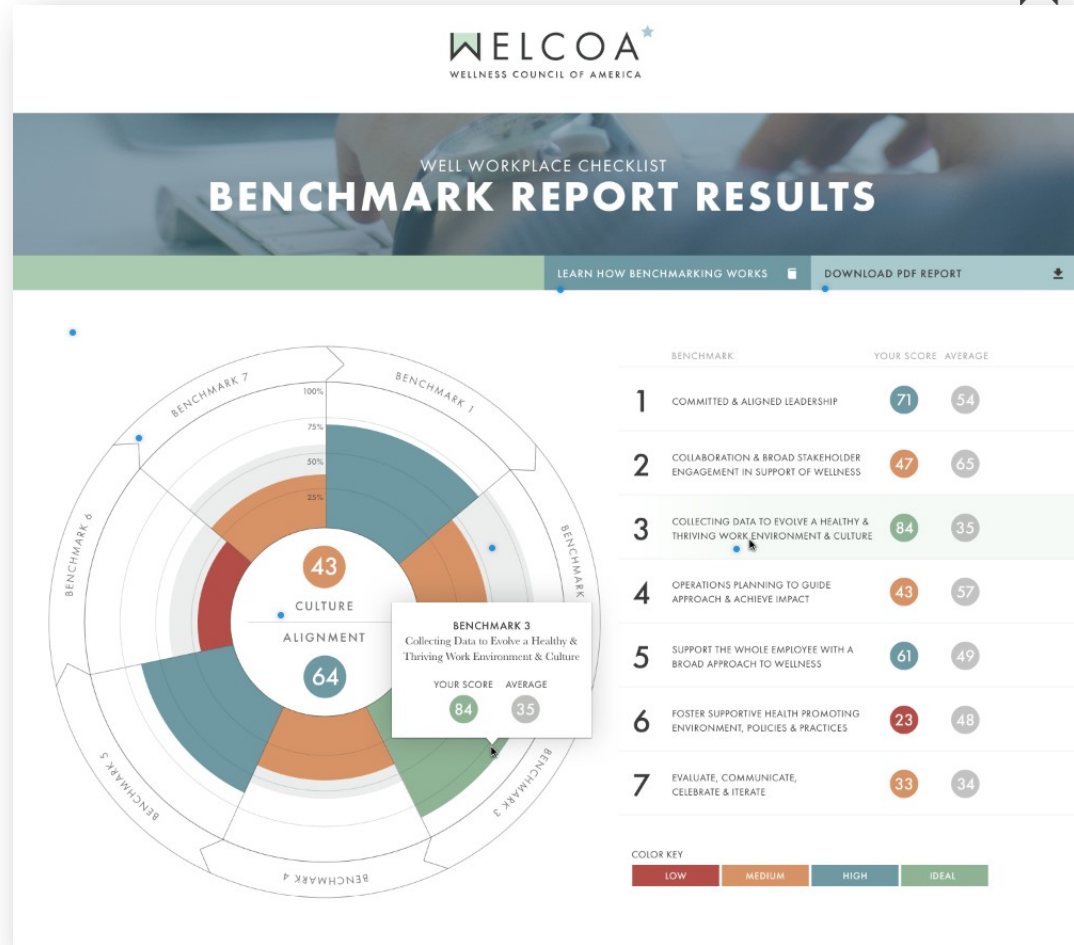
## BENCHMARK 7

Evaluate, Communicate, Celebrate, and Iterate



# Checklist

- » 150-item Organization-facing assessment
- » Measures extent to which an organization is following WELCOA's 7 Benchmarks
- » Customized reporting with recommendations/links to WELCOA Resources







Move hearts and the metrics will follow





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THANK YOU!

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