



Exploring Mental Health & Wellbeing in the Workplace

Manufacturers Alliance

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Presented by Health Transformation





Elisha is a Vice President on Aon's Health Transformation Team. Prior to her role at Aon, she worked for a National Carrier for 16 years in a variety of leadership roles overseeing clinical teams, and talent readiness and sustainment teams. In addition to holding individual contributor roles in project management, program management and change management. Her current role is to partner globally with Aon colleagues and client leaders to understand the current employee wellbeing strategy, culture, and utilization to inform needed changes or enhancements. Her role also includes people leadership, developing the next leaders at Aon.

Elisha is a Licensed Marriage and Family Therapist and has 20 years of experience in the mental health field. In addition, she is a Certified Change Practitioner from PROSCI.



Selma is a Director within the Wellbeing and Human Sustainability Index (HSI) global team at Aon. Prior to Aon, Selma worked for FMG Leading, where she helped leaders on the path to sustainable, breakthrough performance. She also worked at Deloitte in the UK, where she delivered key programs and transformation within human capital solutions. As an executive coach, Selma specializes in feminine leadership development, and is deeply skilled in helping high-potential leaders on the path to increased wellbeing. Selma earned a Bachelor of Arts in Sociology from the University of Waterloo in Kitchener, Canada. Selma obtained her Master's degree in Human Resources & Organizations from the London School of Economics and Political Science. Her thesis combined practical experience and research at HSBC in the UK and primarily focused on the analysis of employee engagement and culture.

Selma is a member of the Chartered Institute for Professional Development (CIPD), Certified Coaches Federation, an Integral Coach from Integral Coaching Canada (ICF Certified) and a Certified Change Practitioner from PROSCI.

Exploring Mental Health & Wellbeing

What are we up to in this session?

Overview



A little bit about us

Prevalence of Mental Health and Manufacturing Industry Trends

Sustainable Performance, DEI and overall Wellbeing

Looking at leaders and the overall organization

Creating Organizational Culture for sustainable performance

Empowering inspired next steps

Session Learning Objectives

Prevalence of Mental Health

5 minutes



Industry Trends (Manufacturing)

5 minutes



People and Performance Approach

15 minutes



Data Informed Strategy Driven Solutions

15 minutes



Description

- *Join us as we explore the importance of prioritizing emotional wellbeing and mental health in the workplace. We will explore the role of human sustainability and workforce resilience, and its' role in creating sustainable performance, inclusive, open dialogue as well as supporting an individuals' overall wellbeing and belonging in the context of the organization. In addition, the webinar will touch on the prevalence of mental health concerns, the trends and future prioritizations of employers to support the emotional wellbeing of their workforce, and the data driven holistic solutions that tackle emotional wellbeing and mental health with a lens of diversity, equity and inclusion.*

Adult Mental Health Prevalence in the United States

Workplace Impact and Ability to Influence

80% of workers surveyed report that their workplace stress affects their relationships with friends, family, and coworkers,

and only

38% of those who know about their organization's mental health services would feel comfortable using them.¹

9% of all manufacturing workers suffer from anxiety or insomnia.³

42% of people cite cost and poor insurance coverage as key barriers to accessing mental health care.⁴

1 in 5 experience mental illness.¹

1 in 20 experience serious mental illness.¹

1 in 10 experience substance use disorder.¹

3% with an illicit drug use.¹

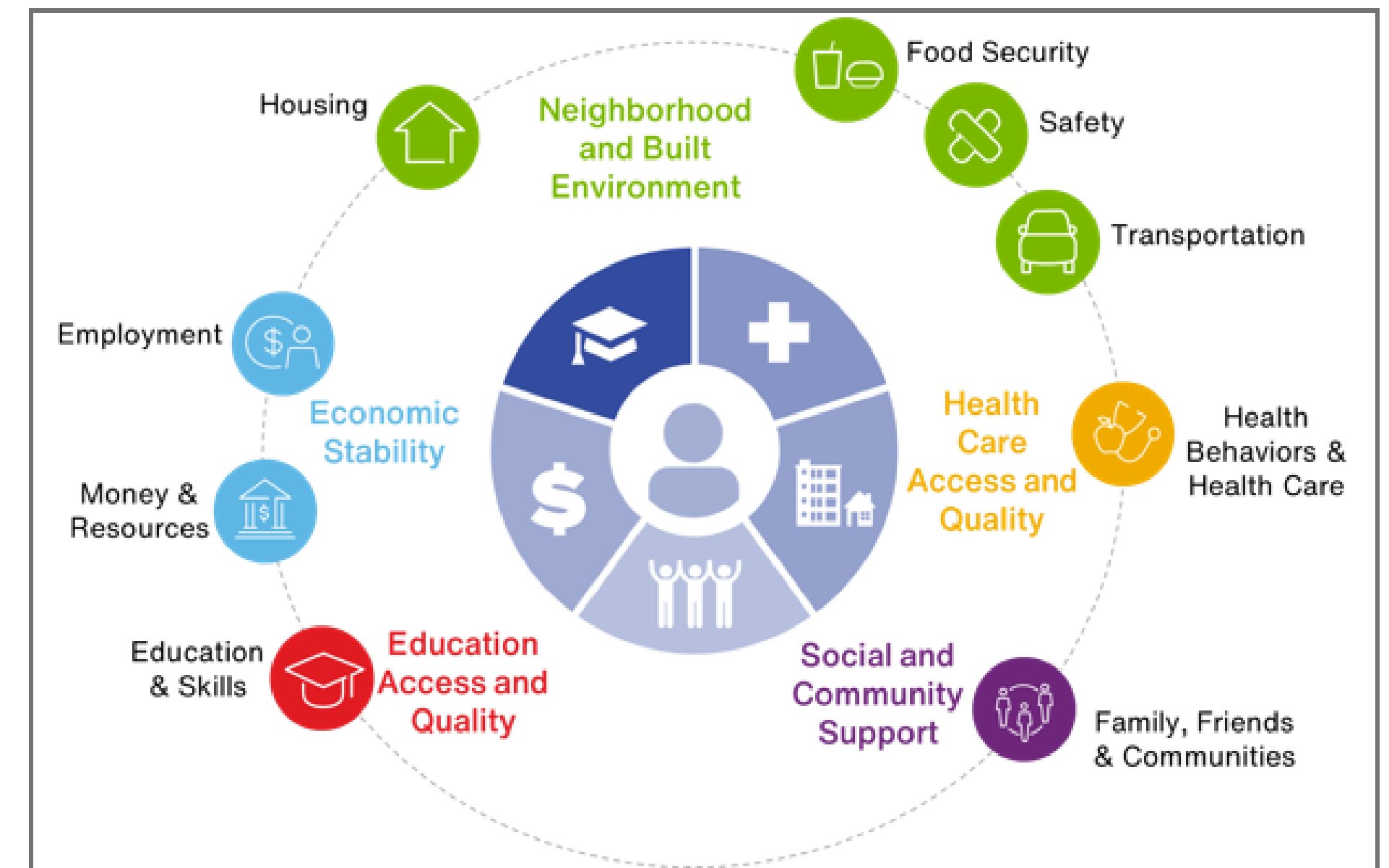
6% with an alcohol use disorder.¹

76% of respondents reported at least one symptom of a mental health condition, an increase of **17** percentage points in just two years.²

Diversity, Equity and Inclusion & Mental Health Considerations




Risk factors tied to **mental health and wellbeing** are heavily associated with social determinants and inequalities among marginalized groups.

- LGBTQ individuals are **2.5 times** more likely to experience depression, anxiety and substance misuse compared to heterosexual individuals¹
- Depression in Blacks and Hispanics is likely to be **more persistent**²
- Adults with disabilities report experiencing frequent mental distress nearly **5 times** more often³
- **42%** of people cite cost and poor insurance coverage as key barriers to accessing mental health care.⁴
- **8 out of 10** workers that have a mental health condition state the stigma and shame prevent them from seeking care⁵



American Psychiatric Association (APA) — [Mental Health Disparities: LGBTQ](#)¹, APA — [Mental Health Disparities: Diverse Populations](#)², Centers for Disease Control and Prevention — [The Mental Health of People with Disabilities](#)³, [Study Reveals Lack of Access as Root Cause for Mental Health Crisis in America - National Council for Mental Wellbeing \(thenationalcouncil.org\)](#)⁴, [Mental health stigma at work - why it's a problem | Kaiser Permanente](#)⁵

Aon's Global Wellbeing Survey: Manufacturing Industry

	<p>Emotional Wellbeing Initiatives Currently Provided:</p> <ul style="list-style-type: none">72% EAP64% Leadership and Management Training62% Virtual Learning Sessions51% Communication to Engage Emotional Wellbeing47% Stress, Anxiety and Depression Support
	<p>Barriers Preventing an Organization in Addressing Emotional Wellbeing:</p> <ul style="list-style-type: none">46% Other Priorities30% Not Enough Data
	<p>What Emotional Health Topics are Most Important to Your Employees:</p> <ul style="list-style-type: none">18% Work-Life17% Stress14% Depression

Sources; Aon Global Wellbeing Survey

The unknown risk of mental health

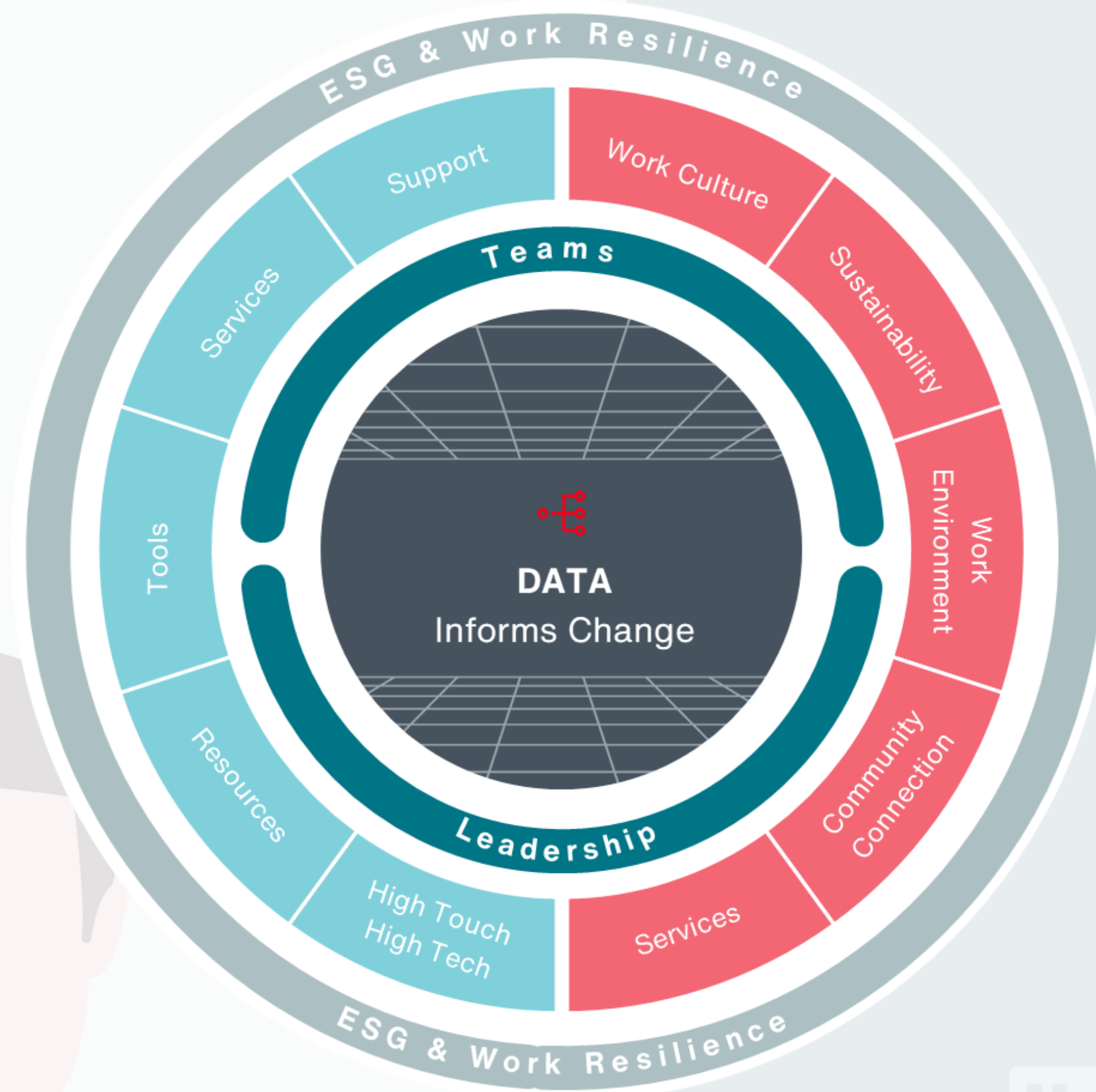


Aon's Wellbeing People and Performance Framework

Individual

Changing Behaviors

Think, Feel, Function



Organization

Changing Context

Vision, Values, Performance

Wellbeing is a **people and performance approach** that is a balance of having the appropriate resources, opportunities, and commitment needed to *achieve optimal health, resilience, performance and sustainability* for **the individual, team, leadership, organization, and community.**

Human Sustainability & Performance: A diagnostic assessment

A route to navigating the complexity of our modern day experience through 8 pathways



3 distinct layers

01 **Individuals**
as a route to navigating the complexity of our modern day experience

02 **Teams**
as a pathway to building collective capacity for change

03 **Organizations**
to advance their social responsibilities within their sustainability ambitions

Wellbeing Maturity Curve



Foundational

- Early-stage development
- “Check the box” offerings
- Standard policies
- Little to no use of data
- Little or no formal budget



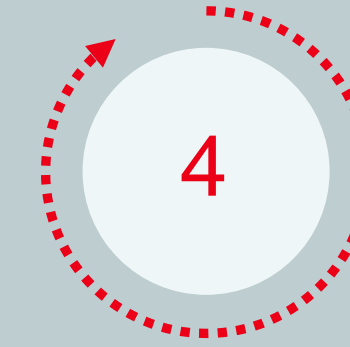
Reactive

- Problem or issue drives types of offerings
- Activities local but also emergence of some global
- Focus on ad-hoc initiatives
- Budgets established but small
- Manual reporting and limited data use
- Very tactical
- No dedicated wellbeing resource



Proactive

- Data used to identify opportunities and issues
- Strategic direction established with tactics supporting
- Leadership involvement and advocacy
- Moderate budget allocation with dedicated resource
- Demand for data, dashboards and reporting emerging



Advanced

- Mature and embedded wellbeing strategy with connected tactics to key business objectives
- Clear leadership involvement and accountability
- Long term budget and resource commitments
- Data and reporting linked to business outcomes
- Investment in benchmarking and best practice
- Highly tailored and targeted wellbeing employee, team and leadership experiences



Leading

- Wellbeing fully integrated in organization governance, culture and climate
- Formal studies or analytics that prove value of wellbeing on business outcomes
- Wellbeing is the DNA of leadership, teams and organization
- Wellbeing has a consistent and meaningful brand & reputation
- Ongoing investment and re-investment in wellbeing

1

Leadership: Creating Data Informed Strategy & Building Capacity

Building Manager & Leader Capability: Wellbeing



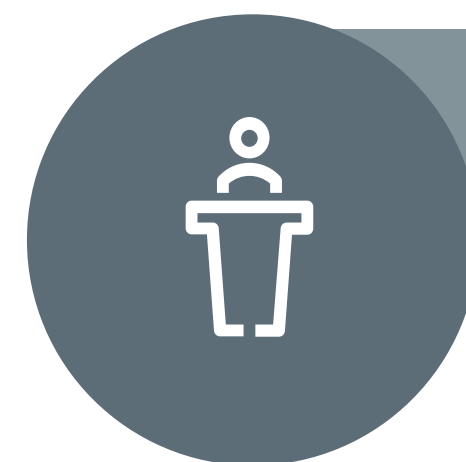
Emotional Wellbeing

- Is our attitudes and reactions to daily living
- Our ability to be in tune with our feelings and keep them in perspective



Emotional Fitness

- Having the ability to build emotional strength, endurance, and flexibility through meeting essential needs, securing a sense of belonging, cultivating a sense of purpose, and finding opportunities to flourish

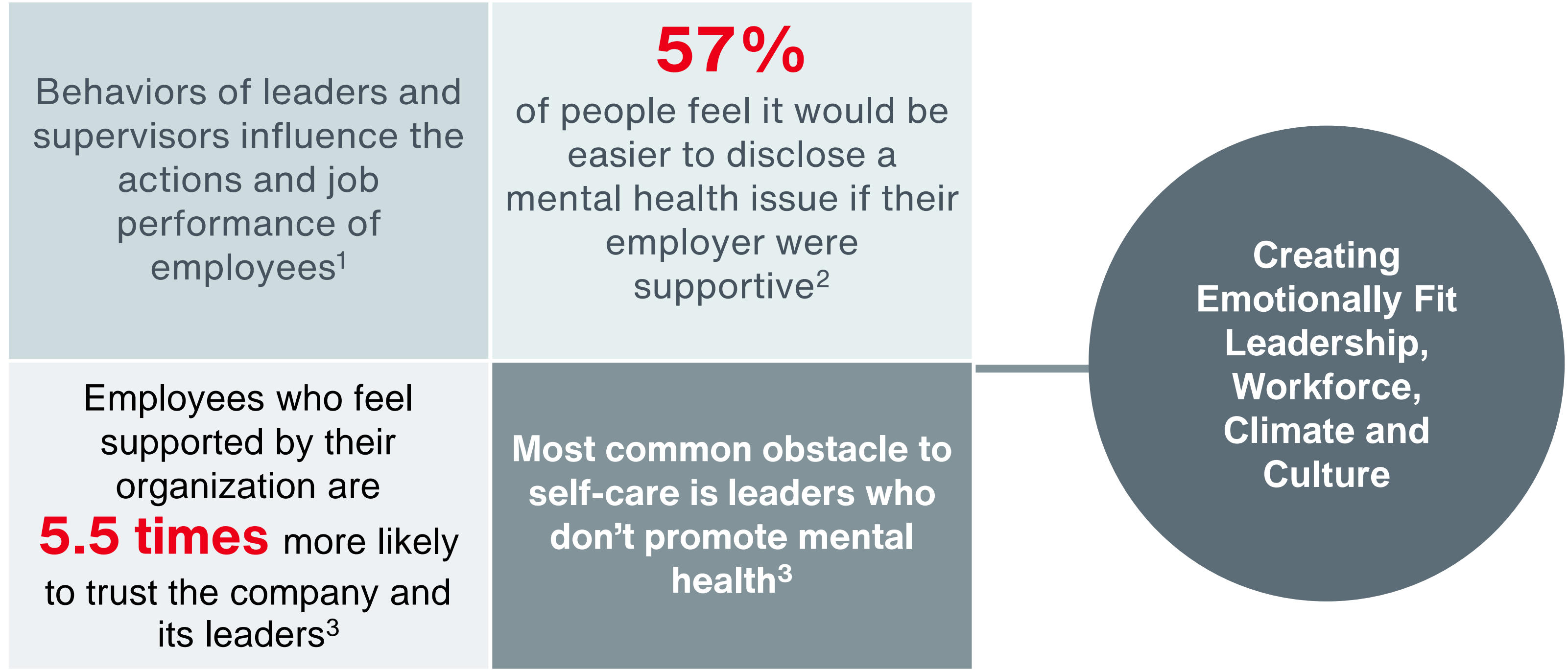


Emotionally Fit Leader

- Capability to create a psychologically safe workplace by encouraging people to be authentic, showing compassion, encouraging belonging and supporting colleagues to find purpose in order to flourish

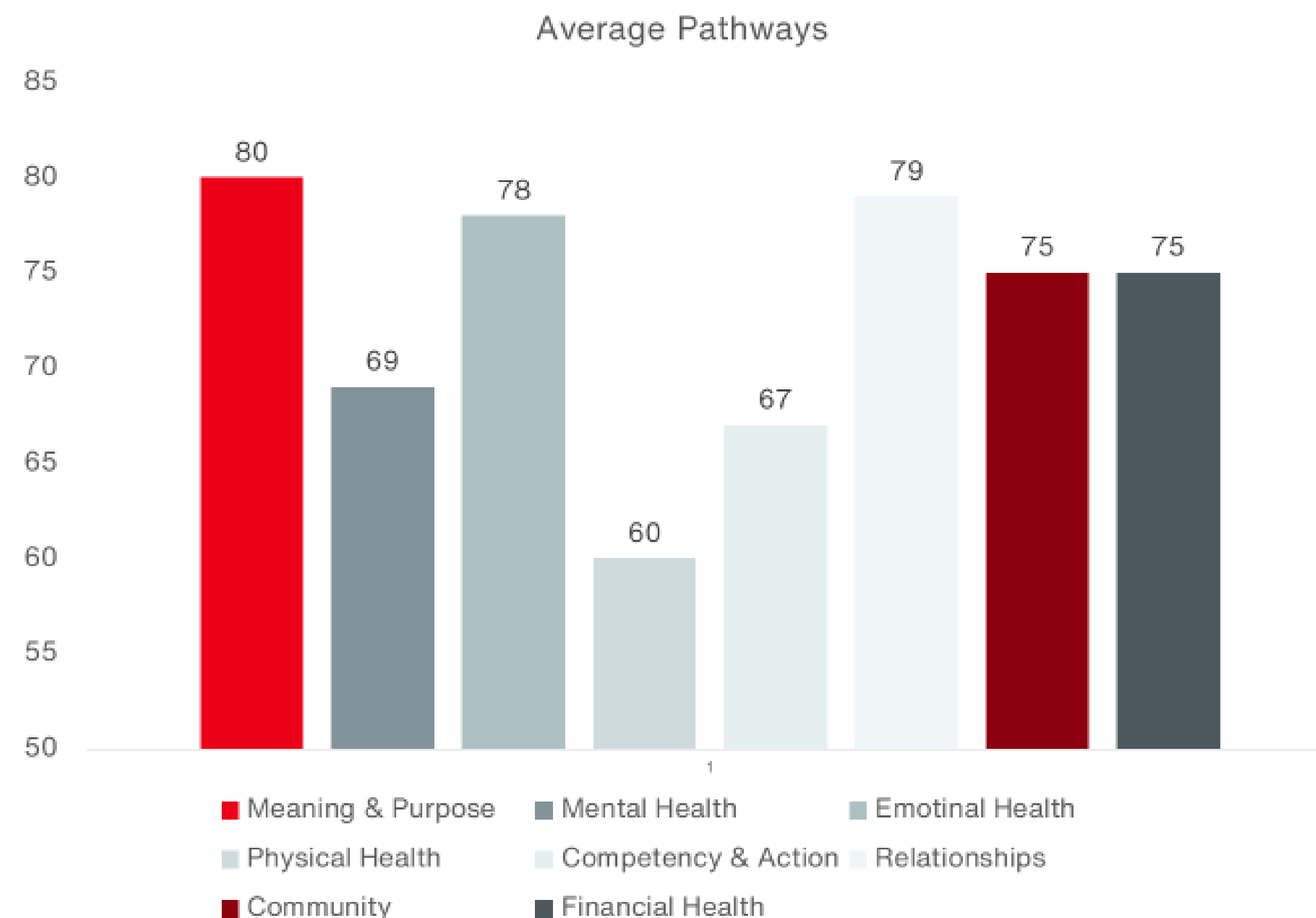
Emotional Fit Leaders and Culture are Critical

Cultivating an emotionally fit workforce is a critical component in building workforce resilience and it starts with leadership.



Building Leader & Manager Capability: An example

Scaling this to individual, teams and organization to build workforce resilience




73
HSI Total Score
Human Sustainability Index (Aon Wellbeing Assessment)

Highest Pathway



Lowest Pathway



2

Organizational Culture

Building Workforce Resilience

An Approach That Benefits Employee and Employer

Organizations need to embrace the connection between:

Resilience
Bounce Back
— the ability to
weather change



Resilient people make stronger team members. Resilient teams deliver stronger business performance.

- Support for mental health
- Work/life balance
- Support for their entire life that is personalized (at home and at work)

Agility
Bounce Forward
— the ability to
navigate change



An agile workforce is one that thrives on change, can develop future skills at speed and naturally pivots to differentiate.

- Career paths and development opportunities
- Ability to do what they do best
- Greater stability and job security

Belonging
— feeling of
connection and
sustainability



A workforce with a shared belief and where people are accepted and appreciated for themselves is one where people thrive.

- Meaningful social and interpersonal connections with their colleagues and managers
- Leaders that motivate, inspire and show empathy and compassion
- Safe and inclusive work environment

Building a Sustainable Working Life

The Power of Belonging

Business Case for Fostering Sense of Belonging

- A strong sense of belonging positively correlates with engagement, commitment, productivity
- 79% of organizations consider belonging as important for their company success¹

Employees with a strong sense of belonging are
2 times
as likely to recommend their company and less likely to leave²

Fostering belonging can lead to a
50% lower
risk of turnover³

Employees who feel they belong take
75% fewer
sick days³

Those whose company supports them in building meaningful friendships are
2.4 times
more likely to feel a sense of belonging²

Sources:

1. Deloitte 2020 Global Human Capital Trends Survey.
2. Belonging at Work: 2021 Culture Report. Achievers Workforce Institute.
3. BetterUp

Leaders Can Ensure Belonging for Sustainable Performance



Welcome

Intentionally introduce and incorporate employees within the organizational culture and community



Known

Ensuring that employees feel understood and are celebrated as an individual



Included

Ensuring that employees feel that they are included and integrated within the organization based on who they are



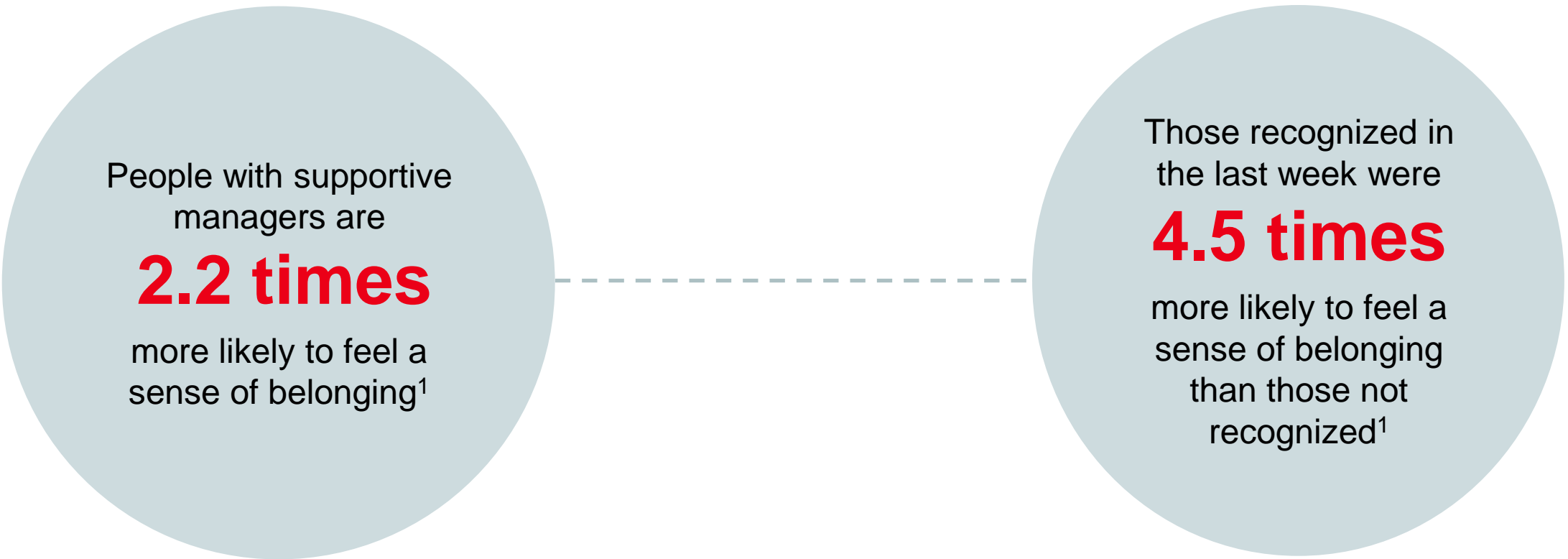
Supported

Ensuring that employees feel supported by the organization and the organization is committed to them as an individual



Connected

Ensuring that employees have opportunities to experience meaningful connections within the organization



Source: Belonging at Work: 2021 Culture Report. Achievers Workforce Institute

3

Moving the Needle – Steps & Actions to Consider

Moving the Needle Forward

In order to support employees as they navigate the new world of work, organizations need to create, communicate and embed a framework which supports colleagues to live a sustainable working life.

The workstreams are the same it's a change of approach that is required



- ESG
- Future skills requirements
- Mental health
- Community engagement
- Work Style (when, where, how)
- Compensation planning
- DE&I
- Wellbeing
- Mobility & Up-skilling
- Employee Value Proposition
- Psychological safety
- Pay Equity
- Attraction & retention of staff
- Performance & Reward

Education and Resource Ecosystem: Effective in Manufacturing

5 Dimensions to Impact the Workplace Framework



Thank You

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