



THI Insight™ Technical Analysis

Morneau Shepell

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Business. Needs. People.

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Table of Contents



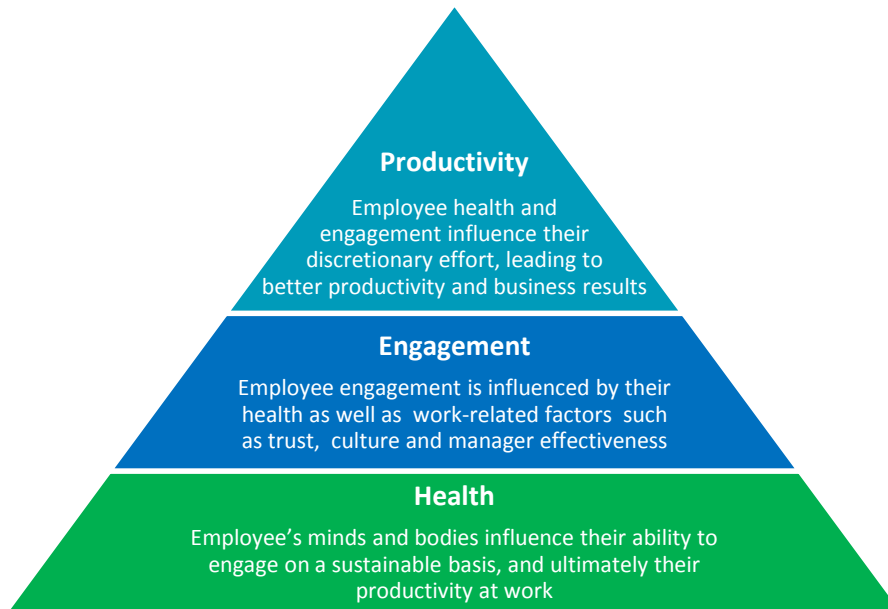
Introduction	6
Health	8
Physical Health	10
> Biometric awareness	12
> Lifestyle choices.....	13
> Medical history	14
> Physical activity	15
> Nutrition	16
> Sleep	17
> Musculoskeletal (MSK) risk	18
> Chronic conditions.....	19
> Cost of chronic conditions & at-risk behaviours	20
Mental Health.....	22
> General mental health.....	24
> Coping skills	25
> Anxiety.....	26
> Depression	27
> Burnout.....	28
> Mental health support	29
> PTSD risk.....	30
> Addictive disorder risk.....	31
Workplace Health	33
> Perceived stress.....	35
> Work experience	36
MSI Factor 5.....	37
> PHS 13-factor score	39
> Respectful workplace score.....	40
> Workplace Safety.....	41

Life Health	42
> Financial health	44
> Work-life blending	45
> Relationships	46
Employee engagement	47
> Engagement sustainability factor	49
> Manager effectiveness	52
> Senior leadership	53
> Culture	54
> Work demand	55
> Administration and operations	56
> Rewards and recognition	57
> Growth	58
Productivity.....	59
> Discretionary effort	61
> Attendance	62
> Presenteeism	63
> Productivity gap.....	64
Top drivers of health, engagement & productivity	66
Appendix A: Demographic Data	67
Appendix B: Descriptive Statistics	70
Appendix C: Categorical Responses.....	80
Appendix D: Group Breakdowns	Error! Bookmark not defined.
Total Health Index	Error! Bookmark not defined.
Employee engagement	Error! Bookmark not defined.
Productivity.....	Error! Bookmark not defined.
Appendix E: ANOVAs and Post Hoc Analysis.....	Error! Bookmark not defined.
Appendix F: Health Costs	112
Appendix G: Program Evaluation	114
Appendix H: Historical Comparisons	122
Your 2017 Results	124
Question Distributions	125

Overall: Drivers of Job Satisfaction	125
Overall: Aspects of an Inclusive Community.....	126
Overall: Forms of Receiving Feedback	127
QWL Data	128
QWL Scales	128
Respectful Workplace	129
Safety	130
Risk Behaviours.....	130
Health Conditions	131
Appendix I: Predictive Analytics Data.....	132
Health Drivers	132
Engagement Drivers	132
Productivity Drivers	133



The goals of your recent THI study are to evaluate the health, engagement and productivity of your organization, and to help you target actions that improve results.



Data for this evaluation was collected from your employees through a THI survey that collected data on all four components of health – physical, mental, work, and life – as shown below. This Technical Analysis document outlines the results of our analysis of this data, and provides background for our Management Report that will summarize our key findings and recommendations for you.



To promote a shared accountability for improving health, every employee who completed a THI survey received a personal report that gave them feedback on their Total Health, and information about what they can do to improve it. This Technical Analysis and our Management report will provide an employer perspective on Total Health, and identify opportunities for improvement.

In this Technical Analysis, the following criteria are used to classify risk levels within the four main areas of Total Health.

Optimal Health 81%-100%	Employees in this category are doing well in balancing the demands of life and work. Their total health (physical, mental, work and life) collectively is fine. There is no risk at this time and this group's priority focus is sustainability.
Active Health 71%-80%	Employees who fall in this category are doing okay. They have more good days than bad. Their total health collectively is not an issue. However, there are areas to focus on that can help improve the employees' overall quality of life.
Strained Health 61%-70%	Employees who fall in this category are currently experiencing some level of strain in one or more of the four total health areas. The challenge typically associated with being in this group is an inability to cope with the demands of work and home that, if not addressed, can have a negative impact on the their total health and productivity.
Problem Health 51%-60%	Employees who fall in this category are typically experiencing some physical, psychological, or financial symptoms that are having a negative impact on their total health and productivity. Employees in this group typically require support to make changes that improve their total health.
At Risk Health 0%-50%	Employees in this category are at risk for significant health issues - physical, mental, work, or life. These employees are often off work or are on the verge of being off work. Access to support services is essential to get them back on the right track.

Note: sub-pillar scores are reported using the same categories as above. However, to allow for greater statistical variability in sub-pillar results, some of these categories are grouped for reporting purposes, and the threshold for the At Risk category is reduced to 40%.

Thank you for the opportunity to assist in this review of your workforce. We look forward to the opportunity to work with you on the programs that will improve health, engagement, productivity, and ultimately your business results for the future.

Respectfully submitted,



Greg Caines, CEBS
 Partner
 Morneau Shepell



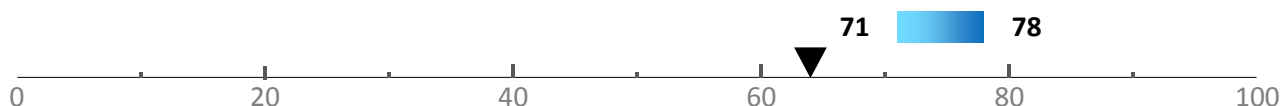
Jesse Adams, MSc
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Health



The THI score measures the Total Health based on the combined score of four pillars - Physical, Mental, Work and Life – with a maximum possible score of 100. Your score is compared to a benchmark that ranges from typical employers at the 50th percentile to leaders that are at the 75th percentile of all employers.

Your Overall THI Score: 66



■ At risk
 ■ Problem
 ■ Strained
 ■ Active
 ■ Optimal



Analysis of your THI score by demographic group

Demographic group ¹		2017 score
Gender	Female	66
	Male	66
	Other	x
	Unspecified	n/a
Generation	Traditional (born before 1946)	x
	Baby boomers (born 1946-1964)	68
	Generation X (born 1965-1979)	64
	Millennials (born 1980-1995)	65
	Generation Z (born after 1995)	n/a
Overall score		66

¹To ensure confidentiality, any demographic group with fewer than 30 participants is marked with an 'X' and no results are shown.

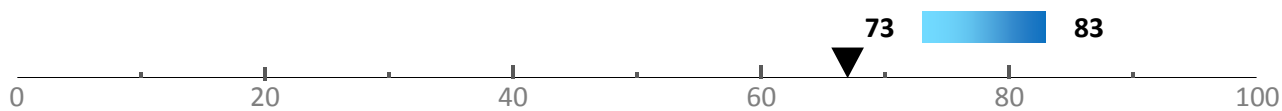
Breakdown of Total Health into its component parts

The chart below shows the components of your overall THI score. Each is compared to a benchmark that ranges from typical employers at the 50th percentile to leaders that are at the 75th percentile of all employers.

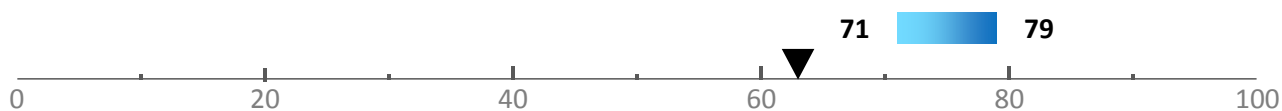
Your Physical Health Score: 65



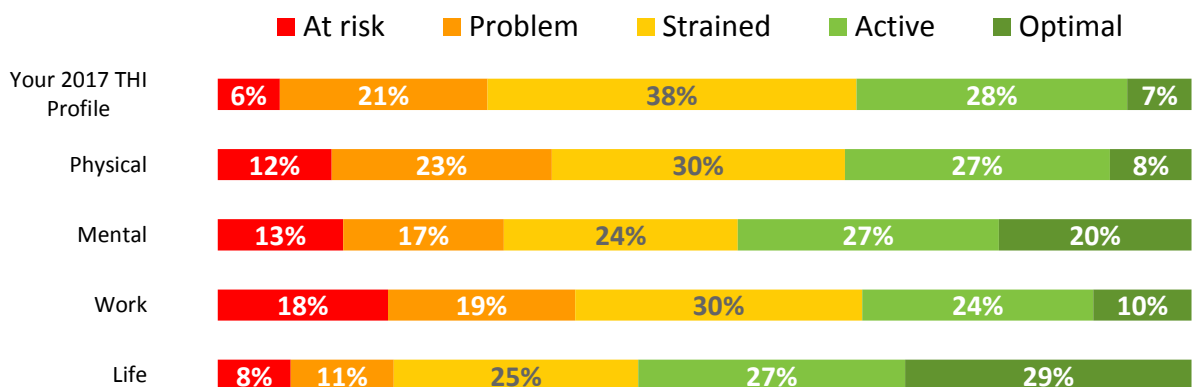
Your Mental Health Score: 67



Your Work Health Score: 63



Your Life Health Score: 71

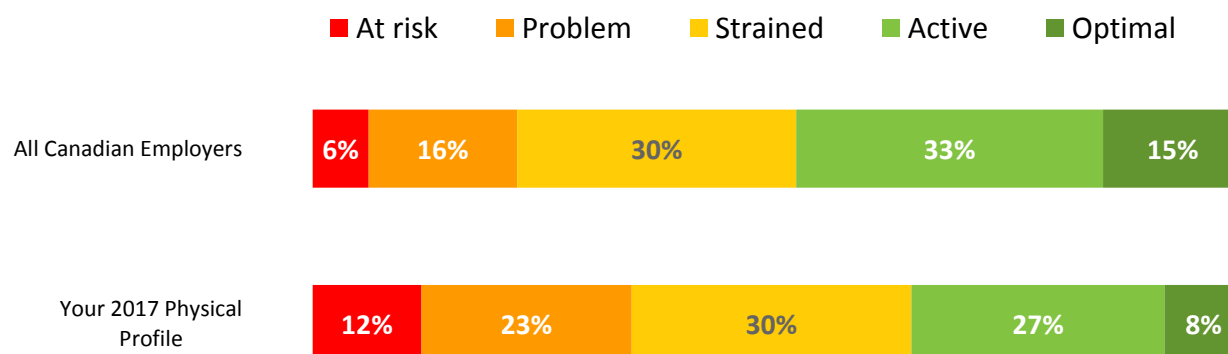


Further detail on each component – Physical, Mental, Work and Life – is provided in the following sections of this Technical Analysis document.

Physical Health



The Physical Health score is a combined score from six sub-pillars – biometrics, lifestyle choices, medical history, physical activity, sleep and nutrition - with a maximum possible score of 100. Your scores are compared to a benchmark that ranges from typical employers at the 50th percentile to leaders that are at the 75th percentile of all employers.



Your Score: 65

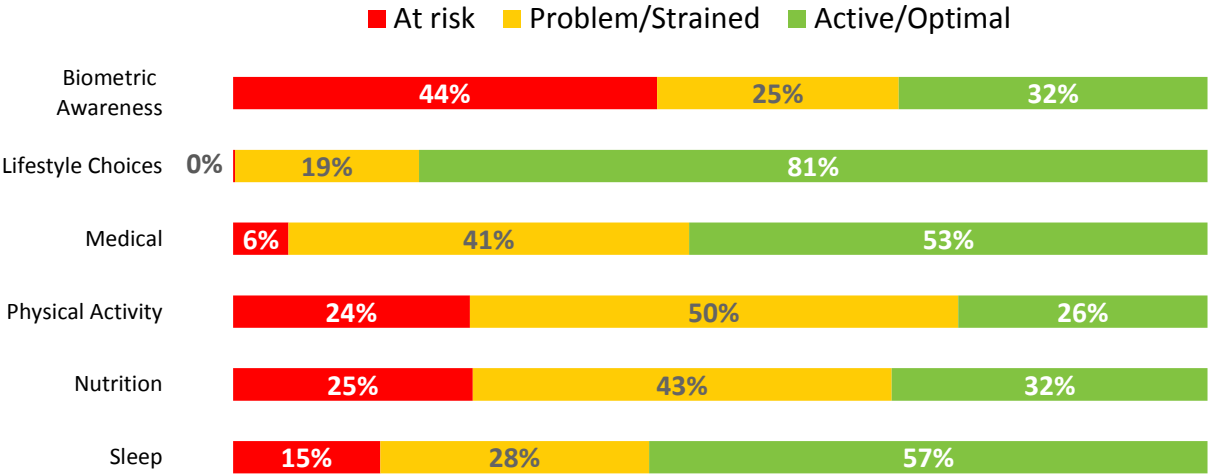


Analysis of your Physical Health score by demographic group

Demographic group ¹		2017 score
Gender	Female	65
	Male	63
	Other	x
	Unspecified	n/a
Generation	Traditional (born before 1946)	x
	Baby boomers (born 1946-1964)	67
	Generation X (born 1965-1979)	63
	Millennials (born 1980-1995)	63
	Generation Z (born after 1995)	n/a
Overall score		65

¹To ensure confidentiality, any demographic group with fewer than 30 participants is marked with an 'X' and no results are shown.

Your Physical Health score is based on six sub-pillars as shown below. Each is explored in greater detail in the following pages in this section.



> Biometric awareness



This sub-pillar evaluates employee understanding, motivation, and participation in biometric screening (e.g., blood pressure, cholesterol, glucose), as well as participation in cancer screens or medical checkups.



Top strengths and areas of opportunity

		Score
Opportunities	Your employees report cholesterol levels within the recommended range.	29
	Your employees report blood sugar levels within the recommended range.	46

Comparison of Biometric Awareness to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	65	63	68	3
Employee Engagement Index	63	65	65	2
Total Health Index	63	65	69	6
Factors showing largest variance between At Risk and Active/Optimal profiles				
Metabolic Risk	46	55	65	19
Nutrition	58	62	67	9
Physical Activity	48	50	56	8

> Lifestyle choices



This sub-pillar includes a variety of lifestyle choices (e.g., alcohol/tobacco use, not wearing a seat belt) that can lead to greater health risk.



Top strengths and areas of opportunity

		Score
Strengths	Your employees avoid unhealthy coping behaviours (e.g., drugs, food, gambling).	98
	Your employees avoid tobacco products.	95
Opportunities	Your employees control body weight effectively.	58

Comparison of Lifestyle Choices to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	11	56	68	57
Employee Engagement Index	21	60	66	45
Total Health Index	20	59	67	47
Factors showing largest variance between At Risk and Active/Optimal profiles				
Addiction Risk	14	62	90	76
Attendance	15	80	82	67
Anxiety	0	54	63	63

> Medical history



This sub-pillar is a quantitative scale measuring overall health risk.



Top strengths and areas of opportunity

		Score
Strengths	Your employees report good health over the past two years.	79
	Your employees get regular medical checkups.	78
Opportunities	Your employees keep their cancer screenings up-to-date.	52
	Your employees know about recommended cancer screenings.	63

Comparison of Medical History to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	45	59	72	27
Employee Engagement Index	54	62	68	14
Total Health Index	52	62	70	18
Factors showing largest variance between At Risk and Active/Optimal profiles				
Physical Activity	33	46	57	24
Depression	53	67	76	23

> Physical activity



This sub-pillar is a quantitative scale measuring the current physical activity level of employees. This can be used to predict physical fitness levels.



Top strengths and areas of opportunity

		Score
Strengths	Your employees plan to maintain or increase their physical activity levels.	71
Opportunities	Your employees spend minimal time in sedentary activities each day.	31
	The number of steps your employees take per day is within the recommended range.	37

Comparison of Physical activity to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	60	65	71	11
Employee Engagement Index	64	64	66	2
Total Health Index	60	66	71	11
Factors showing largest variance between At Risk and Active/Optimal profiles				
MSK Risk	30	51	64	34
Metabolic Risk	38	55	68	30
Nutrition	49	63	71	22

> Nutrition



This sub-pillar is a quantitative scale measuring employees' nutrition and hydration levels.



Top strengths and areas of opportunity

		Score
Strengths	Your employees consume protein, grain and dairy within the recommended range.	77
	Your employees have healthy eating habits.	74
Opportunities	The fruits and vegetables your employees consume is within the recommended range.	46
	Your employees are hydrated within the recommended range.	52

Comparison of Nutrition to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	59	66	69	10
Employee Engagement Index	64	64	66	2
Total Health Index	59	65	71	12
Factors showing largest variance between At Risk and Active/Optimal profiles				
Physical Activity	38	50	62	24
Metabolic Risk	41	55	64	23
Medical	62	71	78	16

> Sleep



This sub-pillar is a quantitative scale measuring current sleep level.



Top strengths and areas of opportunity

		Score
Strengths	The number of hours your employees sleep per night is within the recommended range.	81
Opportunities	Your employees report good quality of sleep.	60
	Your employees are satisfied with the amount of sleep they get each night.	61

Comparison of Sleep to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	53	62	70	17
Employee Engagement Index	58	63	67	9
Total Health Index	58	63	69	11
Factors showing largest variance between At Risk and Active/Optimal profiles				
Anxiety	49	56	66	17
General Mental Health	60	66	76	16

> Musculoskeletal (MSK) risk



Musculoskeletal (MSK) and mental health are the top causes of disability. MSK injuries such as back pain, carpal tunnel syndrome, and tendonitis account for 43% of all work-related injuries, and 46% of lost-time days.¹ Information about the MSK risk in your organization is provided below.



Comparison of Musculoskeletal risk to other scores

Risk Groups	High Risk	Moderate Risk	Mild Risk	Low Risk	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups					
Productivity Index	53	62	70	77	17
Employee Engagement Index	62	63	65	75	3
Total Health Index	58	63	68	75	10
Factors showing largest variance between High Risk and Low Risk profiles					
Physical Activity	18	43	62	75	57

> Chronic conditions



This section identifies the frequency with which certain health conditions are experienced by employees. Canada public health population research suggests that 3 out of 5 Canadians over the age of 20 have a chronic disease¹.

	Health Conditions	Frequency	Percentage
1.	Joint, muscle and bone pain (e.g., osteoporosis, etc.)	132	14.4%
2.	Anxiety	129	14.1%
3.	Stomach issues (e.g., digestion, reflux)	125	13.6%
4.	Sleep issues (e.g., sleep apnea)	123	13.4%
5.	Headaches/migraines	95	10.4%
6.	Depression	95	10.4%
7.	Skin conditions	86	9.4%
8.	Cardiovascular (e.g., high blood pressure)	75	8.2%
9.	Obesity	57	6.2%
10.	Chronic pain (e.g., muscle, fibromyalgia)	57	6.2%
11.	Cancer	46	5.0%
12.	Mental health condition other than depression or anxiety	19	2.1%
13.	Rheumatoid arthritis (e.g., due to autoimmune condition)	13	1.4%
14.	Neurological conditions	12	1.3%
15.	Addictions (e.g., alcohol, drugs, gambling, or internet)	10	1.1%
16.	Respiratory issues (e.g., asthma, COPD, etc.)	6	0.7%
17.	Stroke	3	0.3%

¹ <http://www.cogh-csih.ca/assets/Elmslie.pdf>

> Cost of chronic conditions & at-risk behaviours



The following tables examine the relationship between age and various health behaviours (e.g., sedentary vs. physically active) and chronic conditions.

Chronic condition	Cost	At-risk behaviours	Cost
Cardiovascular disease	\$696 ²	Sedentary	\$488 ⁹
Diabetes	\$1,454 ³	Tobacco user	\$4,256 ¹⁰
Obesity	\$797 ⁴	High-risk alcohol consumption	\$807 ¹¹
Anxiety	\$9,000 ⁵		
Depression	\$17,000 ⁶		
Cancer	\$19,000 ⁷		
Arthritis	\$4,600 ⁸		

The following calculations are based on the assumptions noted above. More precise information on health costs for your organization can be obtained by including claim data from your insurance providers into this THI analysis. We would be pleased to provide further information on the merits of combining this data if desired.

²<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2722492/>

³<http://www.miraculins.com/images/roi-one-life-diabetes-en-final-low.pdf>

⁴https://globalhub.org/topics/offc_8_sp12/wiki/MainPage/File:economic_cost_of_obesity_in_the_workplace.pdf

⁵ <http://www.workplacementalhealth.org/News-Events/News-Listing/Anxiety-Disorders-Why-They-Matter>

⁶ https://www.workplacestrategiesformentalhealth.com/pdf/X015-003_CMH_Update_E.PDF

⁷ <https://ibiweb.org/community-events/cancer-presents-complex-workplace-challenges/>

⁸ <http://www.medcan.com/wp-content/uploads/2017/01/medcan-january-2017-infographic-blog.pdf>

⁹ Graham Lowe, "The Dollars and Sense of Health Promotion," Canadian HR Reporter 15, no. 16 (September 23, 2002); 7-8.

¹⁰ <http://www.conferenceboard.ca/press/newsrelease/13-10->

[29/up_in_smoke_smokers_cost_their_employers_more_than_4_000_each_per_year.aspx](http://www.conferenceboard.ca/press/newsrelease/13-10-29/up_in_smoke_smokers_cost_their_employers_more_than_4_000_each_per_year.aspx)

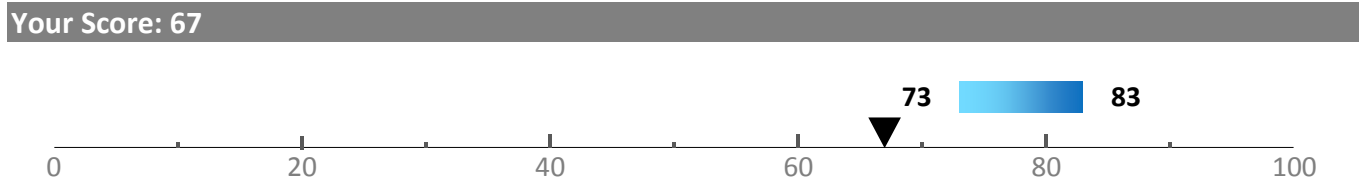
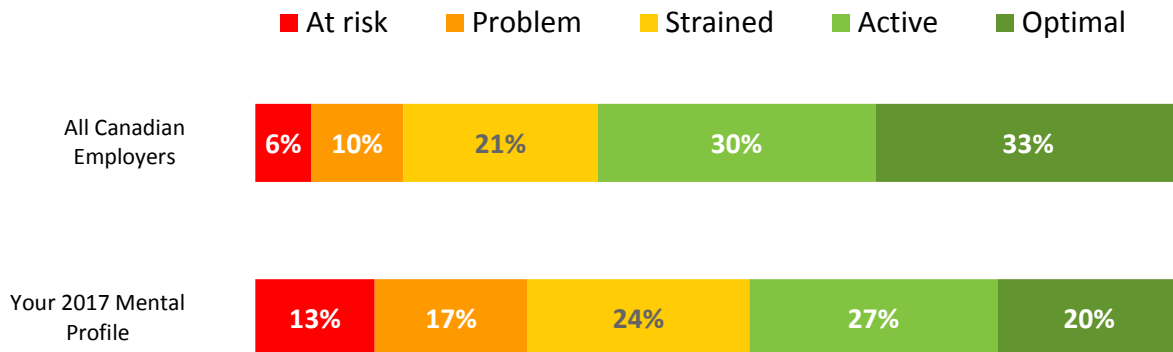
¹¹ <https://www.cdc.gov/features/costsofdrinking/index.html>

		THI Population		Total Population	
		Total <i>n= 916</i>	Total Cost per Condition	Total <i>n= 3611</i>	Total Cost per Condition
Percentage of Employees		100%	-	-	-
At-Risk Behaviour Choices	Sedentary	62%	\$278,160	62%	\$1,096,546
	Alcohol use	4%	\$33,087	4%	\$130,434
	Tobacco use	6%	\$242,592	6%	\$956,332
Number of Diagnosed Disease Incidents	Cardiovascular	8%	\$52,200	8%	\$205,780
	Diabetes	3%	\$39,258	3%	\$154,761
	Obesity	6%	\$45,429	6%	\$179,087
	Anxiety	14%	\$1,161,000	14%	\$4,576,824
	Depression	10%	\$1,615,000	10%	\$6,366,556
	Arthritis	1%	\$59,800	1%	\$235,740
	Cancer	5%	\$874,000	5%	\$3,445,430
Number of <u>Undiagnosed</u> Disease Incidents	Cardiovascular	1%	\$8,352	1%	\$32,925
	Diabetes	0%	\$4,362	0%	\$17,196
	Obesity	5%	\$39,850	5%	\$157,094
	Anxiety	10%	\$855,000	10%	\$3,370,529
	Depression	5%	\$748,000	5%	\$2,948,721
	Arthritis	0%	\$18,400	0%	\$72,535
	Cancer	1%	\$95,000	1%	\$374,503
Average Cost per FTE		\$6,735			
Total Cost		\$6,169,490		\$24,320,992	

Mental Health



The Mental Health score is a combined score from five sub-pillars – general mental health, coping skills, anxiety, depression and burnout - with a maximum possible score of 100. Your scores are compared to a benchmark that ranges from typical employers at the 50th percentile to leaders that are at the 75th percentile of all employers.

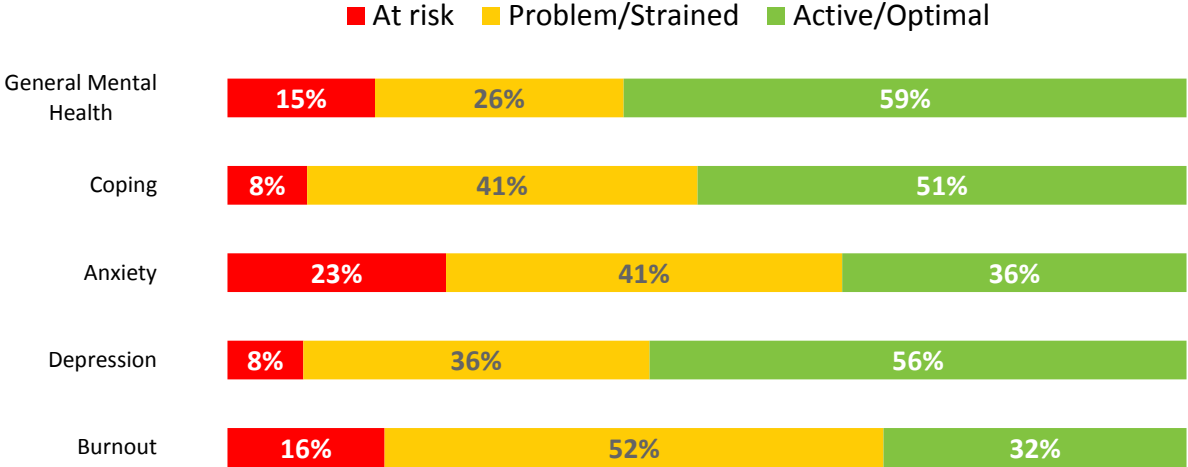


Analysis of your Mental Health score by demographic group

Demographic group ¹		2017 score
Gender	Female	67
	Male	69
	Other	x
	Unspecified	n/a
Generation	Traditional (born before 1946)	x
	Baby boomers (born 1946-1964)	70
	Generation X (born 1965-1979)	66
	Millennials (born 1980-1995)	67
	Generation Z (born after 1995)	n/a
Overall score		67

¹To ensure confidentiality, any demographic group with fewer than 30 participants is marked with an 'X' and no results are shown.

Your Mental Health score is based on five sub-pillars as shown below. Each is explored in greater detail in the following pages in this section.



> General mental health



This sub-pillar examines the employees' overall state of mental health, including life satisfaction and general outlook on life.



Top strengths and areas of opportunity

		Score
Strengths	Your employees are optimistic about the future.	73
	Overall, your employees are satisfied with life.	72
Opportunities	Your employees' current mental health does not affect their work.	67

Comparison of General Mental Health to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	46	59	73	27
Employee Engagement Index	45	61	71	26
Total Health Index	53	62	70	17
Factors showing largest variance between At Risk and Active/Optimal profiles				
Anxiety	35	52	72	37
Depression	44	65	81	37
Burnout	41	56	70	29

> Coping skills



This sub-pillar is a screening tool that measures trainable coping skills. Dr. William Howatt's proprietary research has found that coping skills can play an important role in predicting employee health, productivity, and engagement.



Top strengths and areas of opportunity

		Score
Strengths	Your employees are confident in their problem-solving abilities under pressure.	81
	Your employees wake up believing they will get through the day fine.	79
Opportunities	Your employees are able to get through difficult times with little stress.	51
	Your employees are able to recover from setbacks.	66

Comparison of Coping to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	47	61	72	25
Employee Engagement Index	49	62	69	20
Total Health Index	51	63	70	19
Factors showing largest variance between At Risk and Active/Optimal profiles				
Anxiety	33	53	72	39
Depression	43	66	80	37
General Mental Health	44	65	79	35

> Anxiety



Top strengths and areas of opportunity

		Score
Opportunities	Your employees seldom feel anxious or tense	50
	Your employees are able to stay relaxed and be calm.	63

Comparison of Anxiety to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	51	64	77	26
Employee Engagement Index	53	64	73	20
Total Health Index	56	65	72	16
Factors showing largest variance between At Risk and Active/Optimal profiles				
General Mental Health	51	70	84	33
Depression	52	71	84	32
Burnout	45	61	73	28

> Depression



Top strengths and areas of opportunity

		Score
Strengths	Your employees are happy people.	75
	Your employees spend minimal time feeling depressed.	74
Opportunities	Overall, your employees are satisfied with life.	68
	Your employees have a positive self-image.	68

Comparison of Depression to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	44	57	74	30
Employee Engagement Index	45	59	71	26
Total Health Index	50	61	71	21
Factors showing largest variance between At Risk and Active/Optimal profiles				
General Mental Health	35	61	82	47
Anxiety	28	51	72	44

> Burnout



Top strengths and areas of opportunity

		Score
Strengths	Your employees are enthusiastic about work.	71
Opportunities	Your employees rarely leave work feeling mentally and/or physically exhausted.	48
	Your employees are able to get motivated to go to work.	61

Comparison of Burnout to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	48	64	76	28
Employee Engagement Index	46	63	76	30
Total Health Index	55	64	73	18
Factors showing largest variance between At Risk and Active/Optimal profiles				
Work Demand	37	60	74	37
Anxiety	39	59	75	36
General Mental Health	50	70	83	33

> Mental health support



This scale examines the employees' potential support network regarding mental health concerns.



Comparison of Mental Health Support to other scores

Risk Groups	No Support	Low Support	Moderate Support	High Support	Gap between low & high support
Health, engagement, and productivity scores for the above risk groups					
Productivity Index	58	65	64	67	2
Employee Engagement Index	48	59	64	70	11
Total Health Index	51	63	65	69	6
Factors showing largest variance between No Support and High Support profiles					
Management Effectiveness	44	58	63	71	27
MSI Factor 4 - Strategic HR	31	49	53	58	27
General Mental Health	50	66	70	76	26

> PTSD risk



Post-traumatic Stress Disorder (PTSD) is a potential result of an employee's exposure to a traumatic event such as: being involved in a physical accident or physical abuse; being psychologically bullied; or losing a loved one. The following risk indicator provides a risk assessment for your organization. It is intended to help employers to put programs in place to support employees in times of need, and minimize their risk of developing PTSD.



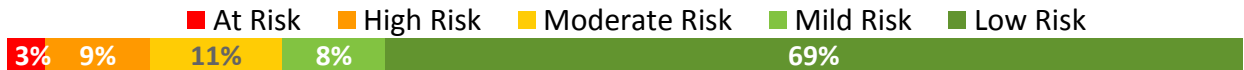
Comparison of PTSD Risk to other scores

Risk Groups	High Risk	Moderate Risk	Mild Risk	Low Risk	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups					
Productivity Index	35	53	62	69	27
Employee Engagement Index	45	53	63	67	18
Total Health Index	45	60	64	67	19
Factors showing largest variance between High Risk and Low Risk profiles					
Attendance	36	69	78	85	49
Anxiety	26	52	60	63	37
General Mental Health	38	60	69	73	35

> Addictive disorder risk



This scale examines an addiction risk screen for the sample population.



Comparison of Addictive Disorder Risk to other scores

Risk Groups	At Risk	High Risk	Moderate Risk	Mild Risk	Low Risk	Gap between at risk & low risk
Health, engagement and productivity scores for the above risk groups						
Productivity Index	56	58	56	58	69	13
Employee Engagement Index	60	59	60	59	67	7
Total Health Index	58	61	61	60	68	10
Factors showing largest variance between At Risk and Low Risk profiles						
Lifestyle Choices	56	65	71	75	88	32
Medical	57	67	65	63	74	17

Coping Moderation Analysis

Research Questions:

Are coping skills a moderator between Perceived Stress Scale and Physical Health Pillar (biometrics, medical, physical activity, nutrition, sleep) and Mental Health Pillar (depression, burnout, general mental health and anxiety)?

- Coping skills are trainable skills that management can influence through professional development. At the core of the THI study methodology, coping skills have been found to be a leading indicator for predicting overall health.
- A moderation analysis conducted in this study found that coping skills are a moderator. A moderator is defined as an independent variable that helps to explain the relationship between two variables, which predicts an outcome (i.e., stress and health).
- It appears that coping skills explain **9% of the variance (R^2)** as to why one employee may be physically healthier than a peer with lower coping skills.
- It appears that coping skills explain **59% of the variance (R^2)** as to why one employee may be psychologically healthier than a peer with lower coping skills

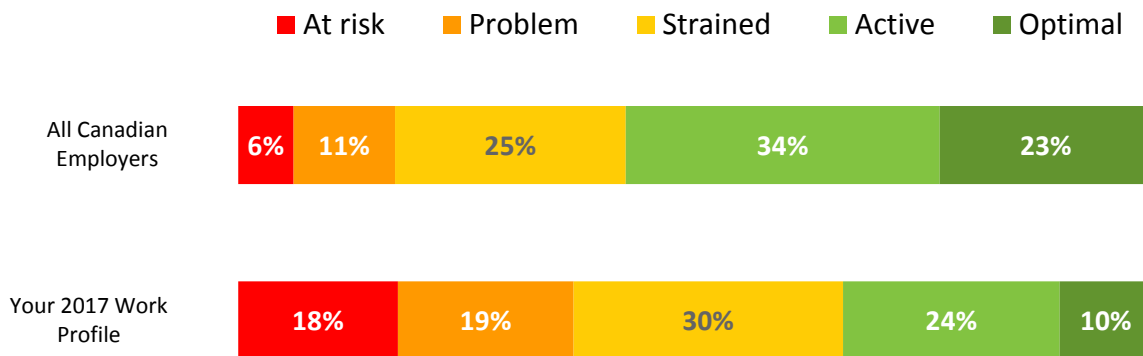
Are coping skills a moderator between Perceived Stress and Engagement?

- A moderation analysis indicated coping skills explain **46% of the variance (R^2)** as to why one employee may be more at risk for health issues than their peers.

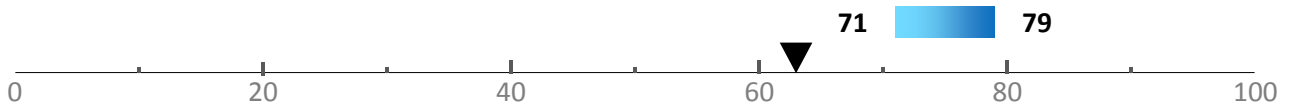
Workplace Health



The Workplace Health score is a combined score from four sub-pillars –perceived stress, safety, work experience, and attendance - with a maximum possible score of 100. Your scores are compared to a benchmark that ranges from typical employers at the 50th percentile to leaders that are at the 75th percentile of all employers.



Your Score: 63

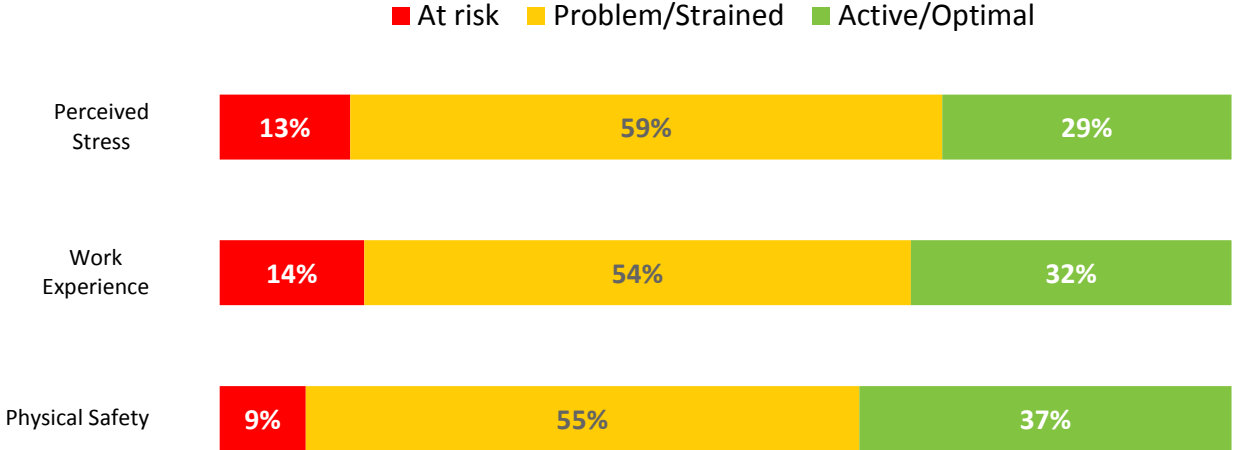


Analysis of your Workplace Health score by demographic group

Demographic group ¹		2017 score
Gender	Female	63
	Male	64
	Other	x
	Unspecified	n/a
Generation	Traditional (born before 1946)	x
	Baby boomers (born 1946-1964)	65
	Generation X (born 1965-1979)	62
	Millennials (born 1980-1995)	65
	Generation Z (born after 1995)	n/a
Overall score		63

¹To ensure confidentiality, any demographic group with fewer than 30 participants is marked with an 'X' and no results are shown.

Your Workplace Health score is based on three sub-pillars as shown below. Each is explored in greater detail in the following pages in this section.



> Perceived stress



This sub-pillar measures the degree to which employees are self-reporting perceived environmental workplace stressors.



Top strengths and areas of opportunity

		Score
Strengths	Employees feel respected by their direct manager.	77
	Positive teamwork with peers.	77
Opportunities	Minimal negative gossip about the workplace.	37
	Effective internal communications.	49

Comparison of Perceived Stress to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	53	65	73	20
Employee Engagement Index	35	63	82	47
Total Health Index	53	64	74	21
Factors showing largest variance between At Risk and Active/Optimal profiles				
Management Effectiveness	27	63	83	56
MSI Factor 4 - Strategic HR	23	51	73	50
Senior Leadership	27	54	75	48

> Work experience



This sub-pillar provides a touch point on employees' general experience within the workplace.



Top strengths and areas of opportunity

		Score
Strengths	Employee pride in working for your organization.	77
	Employees believe they work with a group of people who are committed to doing a good job.	75
Opportunities	Employees believe your organization provides recognition through daily actions and/or formal programs.	42
	Employees believe recognition and rewards are directly related to their work success.	44

Comparison of Work Experience to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	54	64	74	20
Employee Engagement Index	32	62	84	52
Total Health Index	53	64	73	20
Factors showing largest variance between At Risk and Active/Optimal profiles				
Growth	23	50	74	51
Rewards and Recognition	22	48	72	50

MSI Factor 5



The factor 5 Analysis puts the 13 Workplace PHS factors into five categories. The goal is to help your organization understand which categories and levers can be pulled to have a positive influence on employee mental health, workforce experience, and to ultimately impact productivity.

Factor 1 – Management and Leadership:

- The success of this factor is dependent on, and will be influenced by, the organization’s management approach as well as the skills of each individual leader at all levels.
- This factor includes 3 of the 13 workplace PHS factors:
 - PF 3 – Clear Leadership and Expectations
 - PF 7 – Recognitions and Rewards
 - PF 11 – Balance of Work & Life

Factor 2 – Employee experience:

- The success of this factor can be positively influenced by employees’ coping skills, personal decision making, persistence, self-advocacy, job satisfaction, and confidence in their ability to communicate with their managers. How the employer responds to the employees’ perceptions will also play an important role. The employer can only do so much as; in the end, every employee owns their career and their mental health will be influenced by what they think and do.
- This factor includes 3 of the 13 Workplace PHS factors:
 - PF 8 – Involvement & Influence
 - PF 9 – Workload Management
 - PF 10 – Engagement

Factor 3 – Culture:

- The success of this factor will be impacted by senior leadership follow-through and commitment to promoting and monitoring core values, employee value propositions (EVP), policies, and principles that define the expectations as to how the organization’s community will behave.
- This factor includes 3 of the 13 Workplace PHS factors:
 - PF 1 - Psychological and Social Support
 - PF 2 – Organizational Culture
 - PF 4 – Civility and Respect

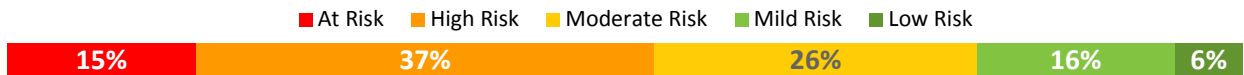
Factor 4 – Strategic HR:

- The success of this factor will be influenced by talent management initiatives that are influenced by core competencies, job selection process, evaluation of job fit, learning and development, support to fulfill job requirements, and performance management.
- This factor includes 2 of the 13 Workplace PHS factors:
 - PF 5 – Psychological Competencies and Requirements
 - PF 6 – Growth & Development

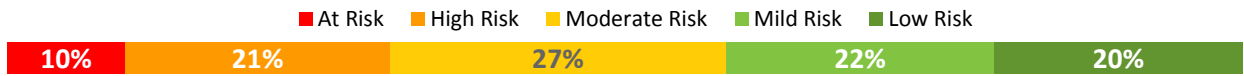
Factor 5 – Safety:

- The success of this factor is dependent on employers facilitating policies, training, and employee participation in risk management, return to work protocols, accommodation, and functional assessment and close monitoring.
 - This factor includes 2 of the 13 Workplace PHS factors:
 - PF12 – Psychological Protection
 - PF 13 – Protection of Physical Safety
-

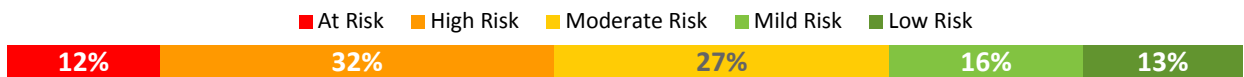
Factor 1 – Management and Leadership: Score = 57



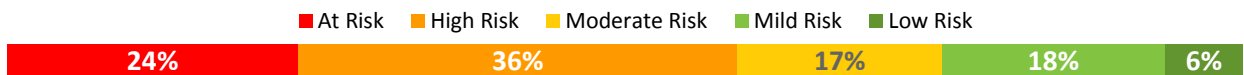
Factor 2 – Employee Experience: Score = 65



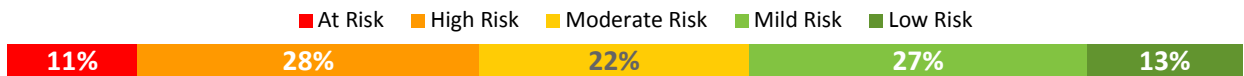
Factor 3 – Culture: Score = 61



Factor 4 – Strategic HR: Score = 54



Factor 5 – Safety: Score = 63






> PHS 13-factor score



This section will be of particular interest to employers looking to develop a mental health strategy as it provides a benchmark for doing so. The findings from this section can be used with other sections of this report to assist in making a plan to improve employee psychological safety in the workplace. The best practice for framing mental health in Canada at this time is defined by The 13 Psychological Health and Safety Standard (13 PHS)¹². This is a voluntary standard that is intended to assist employers in facilitating a psychologically safe and healthy work environment. The following table shows the mean score for each of the 13 PHS factors that influence a psychologically safe and healthy workplace.

PHS Scores	2017 score
PHS 1: Psychological support	67
PHS 2: Organizational culture	60
PHS 3: Clear leadership and expectations	55
PHS 4: Civility and respect	55
PHS 5: Psychological demands	55
PHS 6: Growth and development	54
PHS 7: Recognition and reward	49
PHS 8: Involvement and influence	64
PHS 9: Workload management	63
PHS 10: Engagement	68
PHS 11: Balance	66
PHS 12: Psychological protection	62
PHS 13: Safety	64

The following is a guide for interpreting the above scores and determining an appropriate action plan:

-  **Relative Strength:** A score in this category suggests this factor falls within acceptable standards and is most likely a current strength.
-  **Minimal Concern:** A score in this category suggests for this factor a number of employees are reporting a level of concern.
-  **Area for Improvement:** A score in this category suggests there is a need for improvement. The THI report provides insight to various drivers that influence people and processes.

The impact of a mental health or respectful workplace strategy can be evaluated by repeating the 13 PHS factors benchmark every 12 to 18 months.

¹² http://shop.csa.ca/en/canada/occupational-health-and-safety-management/canca-z1003-13bnq-9700-8032013/inv/z10032013?utm_source=redirect&utm_medium=vanity&utm_content=folder&utm_campaign=z1003

> Respectful workplace score



An effective respectful workplace strategy can be integral in promoting a mentally healthy workplace with engaged employees. A respectful workplace includes an environment that does not tolerate, and has clear policies regarding, bullying and harassment. Conflict is a natural part of a healthy workplace, but if not handled effectively it can fester into large issues like bullying or harassment¹³. A 2007 study by the Workplace Bullying Institute found that 45% of workplace harassment targets result in stress-related health problems¹⁴. This highlights the importance of checking the respectful workplace pulse of your organization.

Employees have not witnessed bullying or harassment in the workplace.



Employees believe this is a respectful workplace.



Employees feel fairly-treated in workplace conversations (and not embarrassed or intimidated).



	Female	Male	Other	Unspecified
Employees have not witnessed bullying or harassment in the workplace.	59	65	x	n/a
Employees feel fairly-treated in workplace conversations (and not embarrassed or intimidated).	51	57	x	n/a
Employees believe this is a respectful workplace.	66	69	x	n/a

¹³ <http://www.theglobeandmail.com/report-on-business/careers/leadership-lab/the-long-term-costs-of-not-resolving-workplace-conflicts/article25527147/>

¹⁴ <http://wmhp.cmhaontario.ca/workplace-mental-health-core-concepts-issues/issues-in-the-workplace-that-affect-employee-mental-health/harassment-violence-bullying-and-mobbing>

> Workplace Safety



Accidents and Near Misses Scale

This section reports the safety quantitative scale and the number of near-misses and accidents. Self-reported safety metrics enable companies to gain deeper insights regarding the overall safety culture within their organizations. This can help provide evidence regarding employee awareness, understanding of safety practices, and potential areas of risk. It should be noted that research has shown that employees with increased levels of physical and mental health have improved health and safety outcomes^[1]. One observation note: sedentary individuals report 25% more injuries at work, and stress contributes to 60% of all workplace accidents^{[2][3]}.

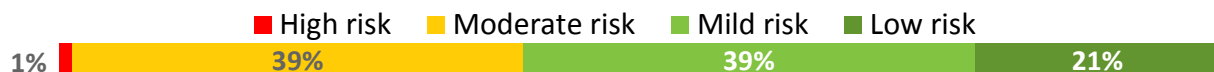


Workplace Hazard Risk Scale

This scale examines the workplace hazards that employees perceive to experience while at work. There are a number of types of hazards that employees may experience while at work, such as^[4]:

- Chemical
- Ergonomic
- Workspace
- Health
- Physical
- Psychosocial
- Safety

Hazards can result in accidents that cause physical injury (e.g., musculoskeletal injury), health hazards that lead to the development of disease (e.g., cancer) and psychological hazards that can lead to mental ailments (e.g., depression, anxiety)^[5]. Understanding the perceptions of employees regarding the hazards that are present within their workplace can help further develop safety related policies, education, and employee development strategies to improve the overall experience within your organization.



^[1] <http://www.benefitscanada.com/benefits/health-wellness/the-missing-link-49009>

^[2] <https://www.ualberta.ca/~active/workplace/beforestart/benefits-bottom-line.html>

^[3] https://www.workplacestrategiesformentalhealth.com/pdf/s7_004915.pdf

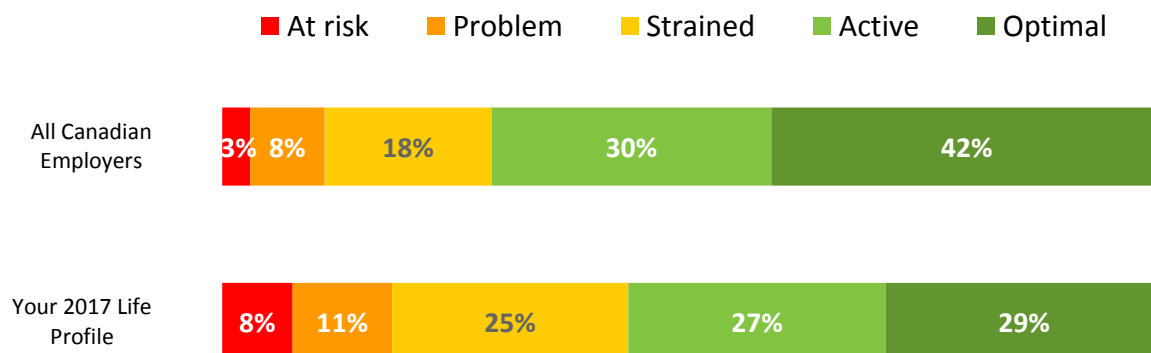
^[4] https://www.ccohs.ca/topics/hazards/#ctgt_1-1

^[5] <http://www.labour.gov.on.ca/english/hs/faqs/hazards.php>

Life Health



The Workplace Health score is a combined score from three sub-pillars – financial health, work-life blending and relationships - with a maximum possible score of 100. Your scores are compared to a benchmark that ranges from typical employers at the 50th percentile to leaders that are at the 75th percentile of all employers.



Your Score: 71

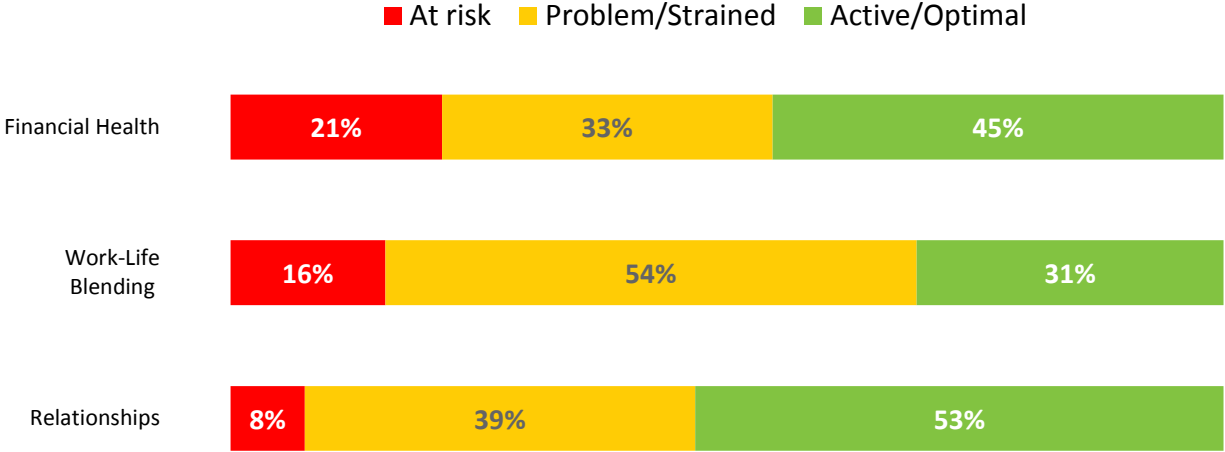


Analysis of your Life Health score by demographic group

Demographic group ¹		2017 score
Gender	Female	71
	Male	72
	Other	x
	Unspecified	n/a
Generation	Traditional (born before 1946)	x
	Baby boomers (born 1946-1964)	75
	Generation X (born 1965-1979)	69
	Millennials (born 1980-1995)	72
	Generation Z (born after 1995)	n/a
Overall score		71

¹To ensure confidentiality, any demographic group with fewer than 30 participants is marked with an 'X' and no results are shown.

Your Life Health score is based on three sub-pillars as shown below. Each is explored in greater detail in the following pages in this section.



> Financial health



This sub-pillar measures the degree to which employees are self-reporting their overall financial situation.



Top strengths and areas of opportunity

		Score
Strengths	Employees take a positive approach to credit and bill payments.	82
	Employees are able to manage their cash flow and save money each month.	72
Opportunities	Employees have extra savings for emergencies.	60

Comparison of Financial Health to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	55	63	72	17
Employee Engagement Index	61	63	67	6
Total Health Index	59	64	69	10
Factors showing largest variance between At Risk and Active/Optimal profiles				
Medical	63	70	76	13
General Mental Health	63	70	75	12

> Work-life blending



This sub-pillar measures the degree to which employees are self-reporting their ability to balance home and work.



Top strengths and areas of opportunity

		Score
Strengths	Employees believe that participating in hobbies, volunteering or charitable activities in personal time is important.	74
Opportunities	Employees experience a good balance between work and life.	65
	Employees have work schedules that allow for flexibility.	65

Comparison of Work-Life Blending to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	54	64	74	20
Employee Engagement Index	46	64	75	29
Total Health Index	54	64	73	19
Factors showing largest variance between At Risk and Active/Optimal profiles				
Work Demand	42	59	73	31
MSI Factor 1 – Management & Leadership	37	56	68	31
General Mental Health	52	69	82	30

> Relationships



This sub-pillar measures the degree to which employees believe they are in healthy relationships inside and outside the workplace.



Top strengths and areas of opportunity

		Score
Strengths	Employees have strong and healthy relationships in the workplace.	91
	Employees have strong support networks outside the workplace.	80
Opportunities	Employees rarely feel alone.	68
	Employees believe their personal relationships are rarely a source of stress.	70

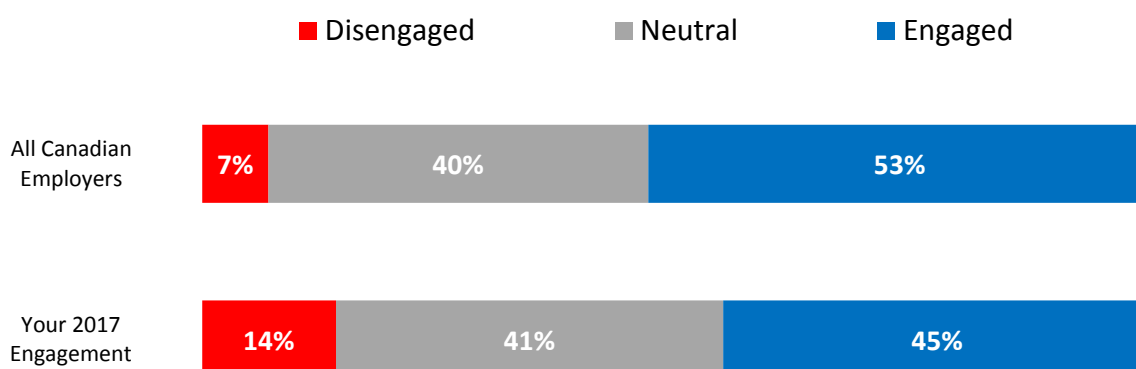
Comparison of Relationships and other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	52	63	69	17
Employee Engagement Index	51	62	68	17
Total Health Index	53	63	69	16
Factors showing largest variance between At Risk and Active/Optimal profiles				
General Mental Health	44	65	79	35
Depression	45	65	79	34
Anxiety	38	56	68	30

Employee engagement



This score measures the level of engagement of your employees based on the combined responses to eight questions outlined later in this section – with a maximum possible score of 100. Your score is compared to a benchmark that ranges from typical employers at the 50th percentile to leaders that are at the 75th percentile of all employers.



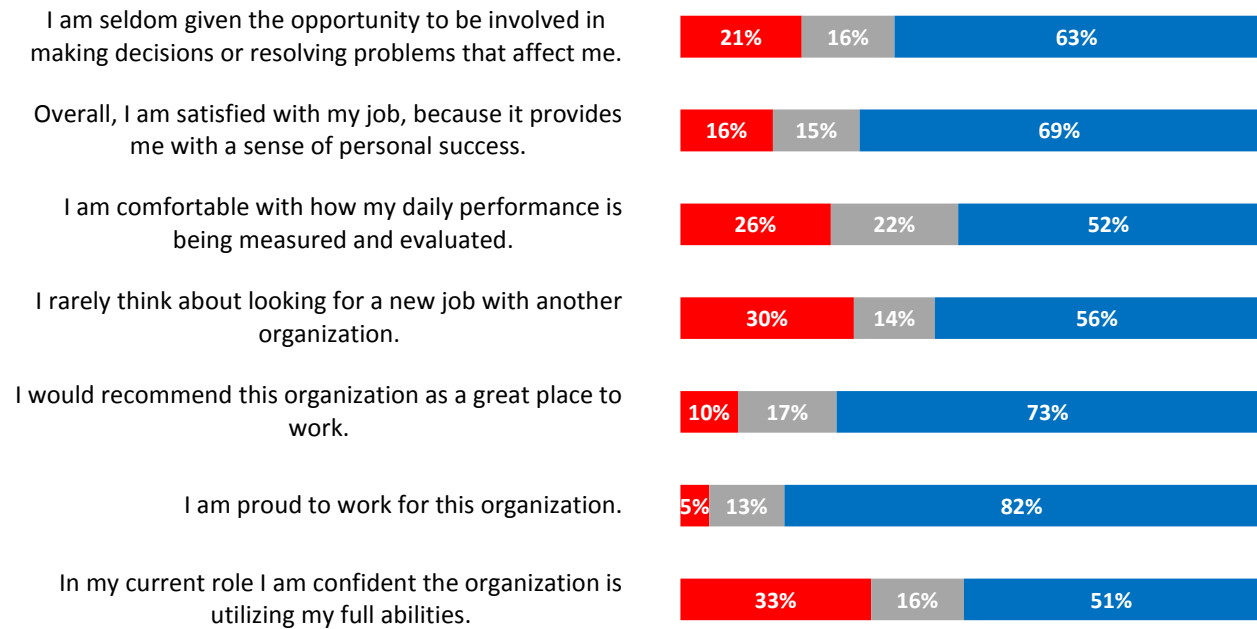
Analysis of your Engagement score by demographic group

Demographic group ¹		2017 score
Gender	Female	65
	Male	64
	Other	x
	Unspecified	n/a
Generation	Traditional (born before 1946)	x
	Baby boomers (born 1946-1964)	68
	Generation X (born 1965-1979)	64
	Millennials (born 1980-1995)	63
	Generation Z (born after 1995)	n/a
Overall score		65

¹To ensure confidentiality, any demographic group with fewer than 30 participants is marked with an 'X' and no results are shown.

Questions used to calculate your Engagement score

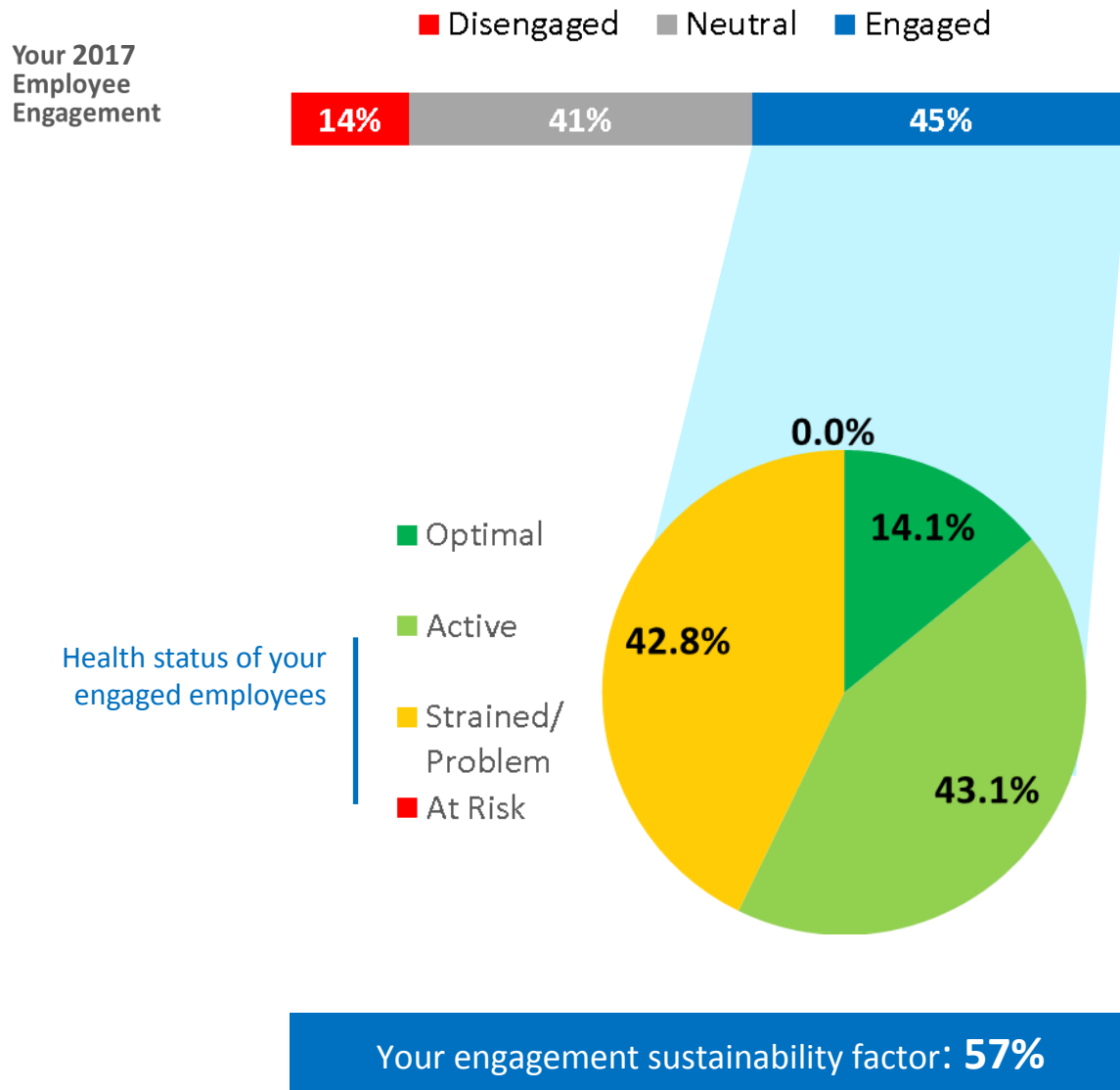
■ Disengaged ■ Neutral ■ Engaged



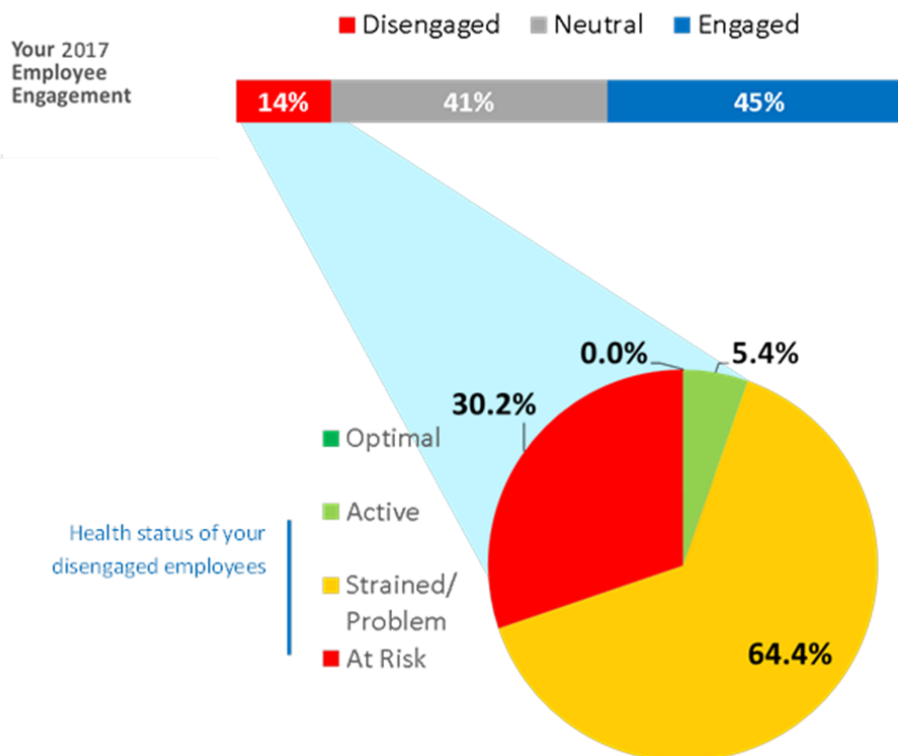
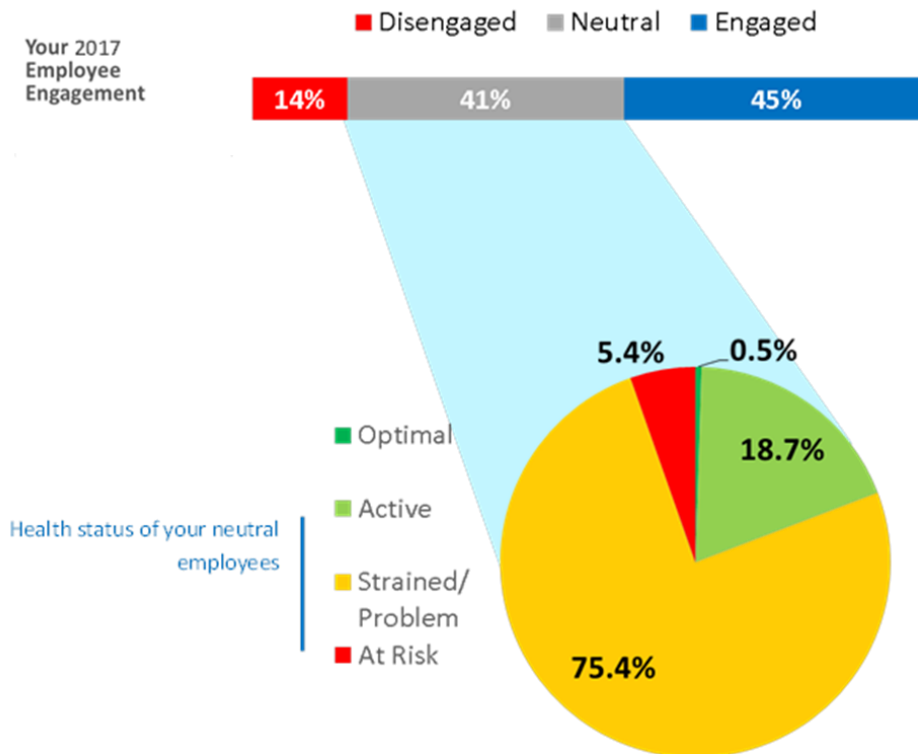
> Engagement sustainability factor



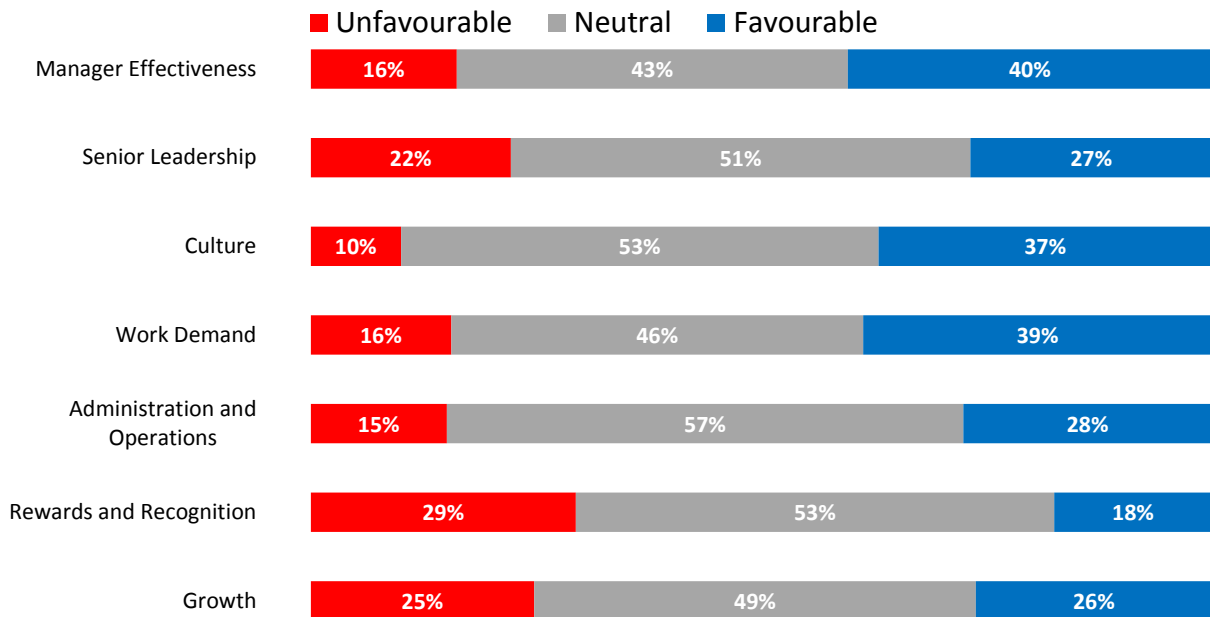
Your engaged employees are critical to the success of your organization. The following analysis shows the percentage of this group that may not be able to sustain their current level of engagement due to strained, problem, or at-risk health. Your engagement sustainability factor is the proportion of your engaged workforce that are in good health.



For comparability, the following charts look at the health status of employees who are neutral or disengaged. There are relatively significant health concerns for these segments of your workforce .



Predictors of your engagement score



Further detail on each of these components is provided in the following sections of this Technical Analysis document.

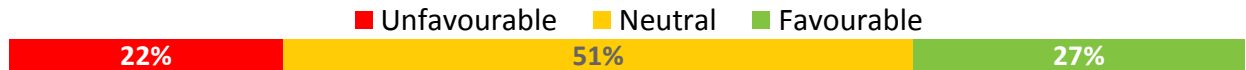
> Manager effectiveness



Comparison of Manager Effectiveness to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	56	65	70	14
Employee Engagement Index	40	62	77	37
Total Health Index	55	64	71	16
Factors showing largest variance between At Risk and Active/Optimal profiles				
MSI Factor 3 – Culture	35	58	74	39
MSI Factor 4 – Strategic HR	28	51	67	39
Growth	29	51	67	38

> Senior leadership



Comparison of Senior Leadership to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	58	65	72	14
Employee Engagement Index	47	64	80	33
Total Health Index	58	65	73	15
Factors showing largest variance between At Risk and Active/Optimal profiles				
Perceived Stress	40	60	76	36
Growth	35	54	69	34
MSI Factor 3 – Culture	42	61	76	34



Comparison of Culture to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	51	63	72	21
Employee Engagement Index	37	61	77	40
Total Health Index	53	64	72	19
Factors showing largest variance between At Risk and Active/Optimal profiles				
Management Effectiveness	31	61	77	46
MSI Factor 3 – Culture	31	56	75	44
Perceived Stress	32	56	73	41

> Work demand



Comparison of Work Demand to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	56	65	70	14
Employee Engagement Index	42	63	76	34
Total Health Index	55	65	71	16
Factors showing largest variance between At Risk and Active/Optimal profiles				
MSI Factor 4 - Strategic HR	30	50	68	38
MSI Factor 2 – Employee Experience	41	63	77	36

> Administration and operations



Comparison of Administration and Operations to other scores

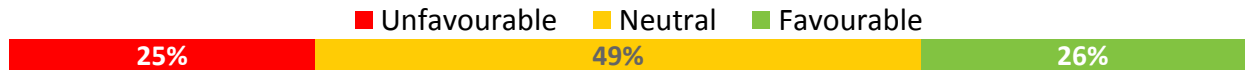
Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	54	66	71	17
Employee Engagement Index	38	64	79	41
Total Health Index	55	65	73	18
Factors showing largest variance between At Risk and Active/Optimal profiles				
MSI Factor 4 - Strategic HR	25	52	73	48
Management Effectiveness	34	64	80	46

> Rewards and recognition



Comparison of Rewards and Recognition to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	58	67	73	15
Employee Engagement Index	46	68	84	38
Total Health Index	58	67	74	16
Factors showing largest variance between At Risk and Active/Optimal profiles				
Growth	33	58	76	43
Work Experience	42	65	82	40



Comparison of Growth to other scores

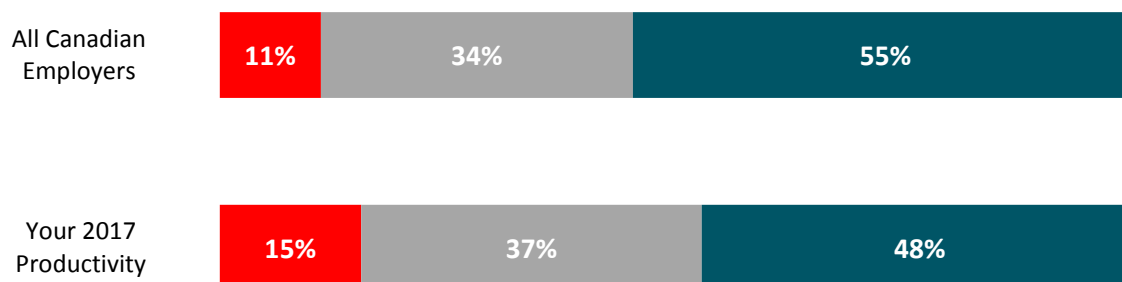
Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	61	64	72	11
Employee Engagement Index	46	65	81	35
Total Health Index	58	65	73	15
Factors showing largest variance between At Risk and Active/Optimal profiles				
MSI Factor 4 - Strategic HR	32	54	74	42
Rewards and Recognition	32	52	70	38
Management Effectiveness	43	66	80	37

Productivity



This score measures the productivity of your employees based on the combined score from three factors – discretionary effort, attendance and presenteeism - with a maximum possible score of 100. Your score is compared to a benchmark that ranges from typical employer at the 50th percentile to leaders that are at the 75th percentile of all employers.

■ Unproductive ■ Neutral ■ Productive

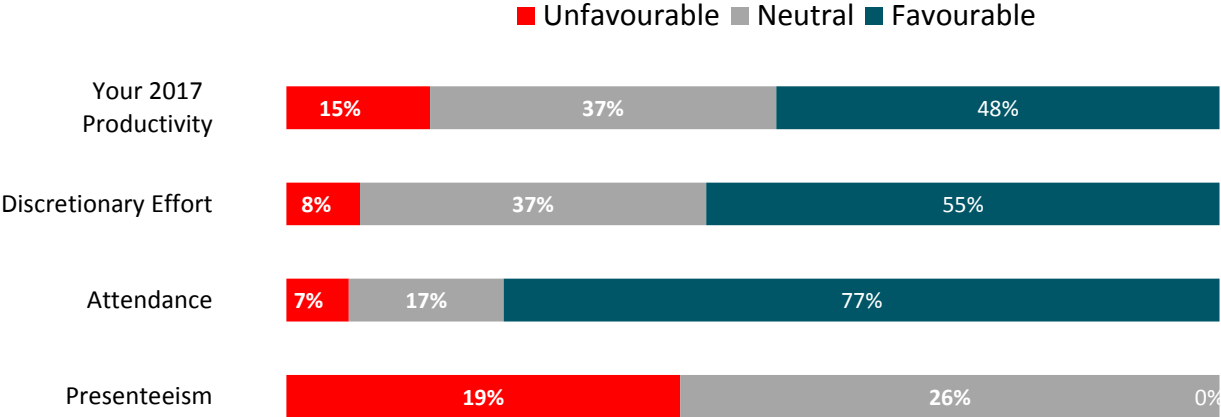


Analysis of your Productivity score by demographic group

Demographic group ¹		2017 score
Gender	Female	49
	Male	48
	Other	20
	Unspecified	n/a
Generation	Traditional (born before 1946)	41
	Baby boomers (born 1946-1964)	57
	Generation X (born 1965-1979)	44
	Millennials (born 1980-1995)	42
	Generation Z (born after 1995)	n/a
Overall score		65

¹To ensure confidentiality, any demographic group with fewer than 30 participants is marked with an 'X' and no results are shown.

Your Productivity score is based on three factors as shown below. Each is explored in greater detail in the following pages in this section.



> Discretionary effort



Comparison of Discretionary Effort to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	46	61	71	25
Employee Engagement Index	51	61	69	18
Total Health Index	60	64	68	8

> Attendance



Comparison of Attendance to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	40	50	71	31
Employee Engagement Index	58	62	66	8
Total Health Index	58	62	67	9
Factors showing largest variance between At Risk and Active/Optimal profiles				
Financial	57	67	72	15
Medical	62	70	72	10

> Presenteeism



■ Unfavourable ■ Neutral ■ Favourable



Comparison of Presenteeism to other scores

Risk Groups	At Risk	Problem/Strained	Active/Optimal	Gap between high & low risk
Health, engagement, and productivity scores for the above risk groups				
Productivity Index	41	49	82	41
Employee Engagement Index	54	61	70	16
Total Health Index	57	62	70	13
Factors showing largest variance between At Risk and Active/Optimal profiles				
Anxiety	43	52	71	28
General Mental Health	57	61	80	23

> Productivity gap



		THI Population <i>n= 916</i>	Total Population <i>n= 3611</i>
Absenteeism	Total days absent per year	3,430	13,522
	Days/FTE	3.7	3.7
	Opportunity <i>Opportunity/ FTE</i>	\$898,502 \$981	\$3,542,020 \$981
Discretionary Effort	Average DE	89%	89%
	% under 70	6%	6%
	Opportunity <i>Opportunity/ FTE</i>	\$5,779,571 \$6,310	\$22,783,878 \$6,310
Presenteeism	Total days unwell per year	34,944	137,754
	Days/ FTE	38.1	38.1
	Opportunity <i>Opportunity/ FTE</i>	\$1,879,238 \$2,052	\$7,408,218 \$2,052
Overall Productivity	Opportunity <i>Opportunity/ FTE</i>	\$8,557,311 \$9,342	\$33,734,116 \$9,342

The following assumptions were made:

- Average Salary: \$55,521.98 (Administration), \$114,263.44 (Academic)
- Number of work days per year : 240 (48 weeks x 5 days per week)
- Absenteeism Opportunity = total number of days missed x (salary per day)
- Discretionary Effort Opportunity = (100-Discretionary effort on “motivated days”) x (number of motivated days per year) x (salary per day)
- Presenteeism Opportunity = (100-Discretionary effort on “unwell days”) x (number of unwell days per year) x (salary per day)
- Calculation ensures there is no double counting between discretionary effort and presenteeism

Attendance Pulse Check

This data point is designed to provide senior leaders with a pulse check metric to benchmark year over year. This score is the sum of the percentages in the “**missed 6 or more days,**” “**missed 3-7 consecutive days**” and “**missed 10 or more consecutive days**” groupings. The thesis is that the higher the number, the greater the likelihood that attendance may be an issue. Each organization will need to determine what is acceptable within its own culture. These ranges can be impacted by sector and workforce situation (e.g., union vs. nonunion). The purpose of this pulse check is to create a metric that can be tracked at a macro level and that focuses on at-risk attendance trends. In the end, employers set and determine their desired target. The following categories are meant to be a theoretical guide only.

Attendance Snapshot	Percentage of Sample Population
0 days	22.60%
Missed 1 to 5 days	55.50%
Missed 6 or more days	21.90%
Missed 3-7 consecutive days	21.70%
Missed 10 or more consecutive days	5.10%

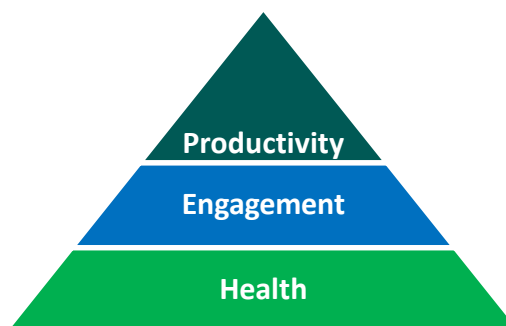
Low Risk	Moderate Risk	High Risk
Sum of categories is 50% or less	Sum of categories is between 51% and 100%	Sum of categories is 101% or greater
48.7%		

Top drivers of health, engagement & productivity



This section examines the most significant drivers that predict the overall health, engagement, and productivity in your organization. These were determined by reviewing all of the sub-pillars and scores in this document and by using predictive analytics to determine those with the greatest impact on health, engagement, and productivity.

Key drivers of health, engagement and productivity



Employee Drivers	Employer Drivers
<ol style="list-style-type: none">1. Mental Health2. Physical Health	<ol style="list-style-type: none">1. Culture

In our Management Report, we will provide recommended action plans for each of the employee and employer drivers noted above.

Thank you for the opportunity to assist in this review of your workforce. We look forward to the opportunity to work with you on the programs that will improve health, engagement, productivity, and, ultimately, your business results for the future

Appendix A: Demographic Data



The following sections provide a summary of the identifiers used to break down the population.

Gender

	Frequency	Percent	Cumulative Percent
Female	644	70.3%	70.3%
Male	253	27.6%	97.9%
Unspecified	5	0.6%	98.5%
Prefer Not to Answer	14	1.5%	100%
Total	916	100%	

Age

	Frequency	Percent	Cumulative Percent
1955 or earlier	48	5.2%	5.2%
1956-1964	234	25.6%	30.8%
1965-1972	211	23.0%	53.8%
1973-1979	185	20.2%	74.0%
1980-1989	189	20.6%	94.6%
1990-1995	28	3.1%	97.7%
After 1995	4	0.4%	98.1%
Prefer not to Answer	17	1.9%	100.0%
Total	916	100.0%	

Years of Service

	Frequency	Percent	Cumulative Percent
Less than 1 year	55	6.0%	6.0%
1 to 2 years	96	10.5%	16.5%
3 to 4 years	116	12.7%	29.2%
5 to 6 years	86	9.4%	38.6%
7 to 8 years	78	8.5%	47.1%
9 to 10 years	81	8.8%	55.9%
11 to 15 years	112	12.2%	68.1%
16 to 20 years	103	11.3%	79.4%
More than 20 years	189	20.6%	100%
Total	916	100%	

How many hours do you work in a typical week?

	Frequency	Percent	Cumulative Percent
1 to 10 hours	3	0.3%	0.3%
11 to 20 hours	9	1.0%	1.3%
21 to 30 hours	11	1.2%	2.5%
31 to 40 hours	516	56.3%	58.8%
41 to 50 hours	249	27.2%	86.0%
51 to 60 hours	82	9.0%	95.0%
61 to 70 hours	26	2.8%	97.8%
71 to 80 hours	18	2.0%	99.8%
More than 80 hours	2	0.2%	100.0%
Total	916	100.0%	

What are your current care responsibilities outside of work?

	Frequency	Percent
None	289	31.6%
Child care	338	36.9%
Senior care	109	11.9%
Care for someone with a physical disability	22	2.4%
Care for someone with a cognitive disability	31	3.4%
Animal Care	386	42.1%

On average how long is your commute to work?

	Frequency	Percent	Cumulative Percent
1 to 5 minutes	36	3.9%	3.9%
6 to 15 minutes	182	19.9%	23.8%
16 to 30 minutes	313	34.2%	58.0%
31 to 45 minutes	238	26.0%	84.0%
46 minutes to 1 hour	104	11.3%	95.3%
1.1 to 2 hours	40	4.4%	99.7%
More than 2 hours	3	0.3%	100.0%
Total	916	100.0%	

Customer Specific Questions

My career development opportunities are not limited by irrelevant aspects of my identity (e.g., race, sex, sexual orientation, religion, gender, disability).

	Frequency	Percent	Cumulative Percent
Strongly Agree	321	35.0%	35.0%
Agree	408	44.5%	79.6%
Undecided	103	11.2%	90.8%
Disagree	59	6.4%	97.3%
Strongly Disagree	25	2.7%	100.0%
Total	916	100.0%	

I believe that concerns regarding discrimination and harassment at work are handled fairly.

	Frequency	Percent	Cumulative Percent
Strongly Agree	119	13.0%	13.0%
Agree	424	46.3%	59.3%
Undecided	231	25.2%	84.5%
Disagree	103	11.2%	95.7%
Strongly Disagree	39	4.3%	100.0%
Total	916	100.0%	

Appendix B: Descriptive Statistics



This section details the mean value (\bar{x}), the median value (m), the standard deviation (SD), and the margin of error (ME, based on the 95% confidence level) for the scales and question themes.

Physical Health Pillar



Physical Health Pillar Summary Statistics

Scale	\bar{x}	m	SD	ME
Physical Health Pillar	64.6	65.1	11.7	0.6
Biometric Awareness	45.9	40.9	31.5	1.5
Lifestyle Choices	81.8	82.6	11.9	0.6
Medical	71.1	71.8	18.8	0.9
Physical Activity	51.0	55.6	20.8	1.0
Nutrition	61.8	65.2	17.9	0.9
Sleep	67.8	70.6	16.7	0.8

Physical Health Item Summary Statistics

Theme	\bar{x}	m	SD	ME
Your employees report blood pressure within the recommended range.	57.0	66.7	42.5	2.1
Your employees report cholesterol levels within the recommended range.	29.1	0.0	41.1	2.0
Your employees report blood sugar levels within the recommended range.	45.7	16.7	47.2	2.3
Your employees are motivated to track biometrics.	54.7	50.0	30.9	1.5
Your employees are committed to regular physical activity.	67.8	66.7	26.3	1.3
Your employees plan to maintain or increase their physical activity levels.	71.1	66.7	33.0	1.6
The number of steps your employees take per day is within the recommended range.	37.5	25.0	30.7	1.5
Your employees participate in physical activity within the recommended range.	65.4	75.0	35.5	1.7
The amount of time your employees spend being physically activity is within the recommended range.	43.6	55.6	25.2	1.2
Your employees spend minimal time in sedentary activities each day.	30.8	25.0	26.8	1.3
Your employees report good health over the past two years.	79.3	100.0	32.8	1.6
Your employees get regular medical checkups.	77.6	100.0	31.7	1.5
Your employees know about recommended cancer screenings.	62.9	100.0	48.3	2.3
Your employees keep their cancer screenings up-to-date.	51.6	33.3	46.1	2.2
Your employees keep their vaccinations up-to-date.	69.5	75.0	29.3	1.4
Your employees have healthy eating habits.	74.2	80.0	21.3	1.0
Your employees plan to maintain or improve their nutrition.	63.8	66.7	38.5	1.9
Your employees consume protein, grain and dairy within the recommended range.	76.7	100.0	28.9	1.4
The fruits and vegetables your employees consume is within the recommended range.	45.7	33.3	24.1	1.2
Your employees are hydrated within the recommended range.	51.9	60.0	26.7	1.3
The amount of sugar your employees consume is within the recommended range.	58.3	75.0	27.2	1.3
Your employees are satisfied with the amount of sleep they get each night.	61.2	66.7	26.0	1.3
The number of hours your employees sleep per night is within the recommended range.	81.1	100.0	24.8	1.2
Your employees report good quality of sleep.	60.2	75.0	27.4	1.3
Your employees maintain a regular sleep schedule.	68.3	66.7	20.8	1.0
Your employees feel energetic when they wake up in the morning.	66.3	66.7	22.1	1.1

Mental Health Pillar



Mental Health Pillar Summary Statistics

Scale	\bar{x}	m	SD	ME
Mental Health Pillar	67.4	68.8	15.1	0.7
Anxiety	60.9	65.0	22.2	1.1
Burnout	61.7	65.0	18.7	0.9
Coping	70.7	72.2	13.9	0.7
Depression	71.2	75.0	18.5	0.9
General Mental Health	70.6	75.0	19.2	0.9

Mental Health Item Summary Statistics

Theme	\bar{x}	m	SD	ME
Your employees spend minimal time feeling unsettled and nervous.	63.1	75.0	27.4	1.3
Your employees feel comfortable interacting with people.	63.9	75.0	27.2	1.3
Your employees are able to stay relaxed and be calm.	62.7	75.0	27.4	1.3
Your employees have low levels of worry	64.8	75.0	27.4	1.3
Your employees seldom feel anxious or tense	50.2	50.0	27.1	1.3
Your employees spend minimal time feeling depressed.	73.9	75.0	23.2	1.1
Overall, your employees are satisfied with life.	67.6	75.0	23.3	1.1
Your employees have a positive self-image.	68.2	75.0	24.1	1.2
Your employees feel a sense of independence.	71.3	75.0	24.2	1.2
Your employees are happy people.	74.7	75.0	20.0	1.0
Your employees are enthusiastic about work.	71.2	75.0	22.7	1.1
Your employees are able to complete all assigned work.	61.5	75.0	28.0	1.4
Your employees rarely leave work feeling mentally and/or physically exhausted.	47.8	50.0	29.1	1.4
Your employees are able to get motivated to go to work.	61.2	75.0	27.8	1.3
Your employees are able to concentrate at work.	66.8	75.0	24.3	1.2
Overall, your employees are satisfied with life.	72.2	75.0	22.1	1.1
Your employees report good psychological health.	70.5	75.0	22.1	1.1
Your employees are optimistic about the future.	73.0	75.0	20.9	1.0
Your employees' current mental health does not affect their work.	66.9	75.0	26.6	1.3
Your employees feel a sense of accomplishment.	74.3	75.0	19.0	0.9
Your employees are confident in their problem-solving abilities under pressure.	80.9	75.0	18.2	0.9
Your employees wake up believing they will get through the day fine.	79.0	75.0	18.7	0.9
Your employees are able to keep emotions under control at work.	71.8	75.0	24.4	1.2
Your employees are able to get through difficult times with little stress.	51.3	50.0	26.1	1.3
Your employees have good coping skills.	73.2	75.0	19.5	0.9
Your employees are able to adapt to change.	69.3	75.0	23.2	1.1
Your employees are able to recover from setbacks.	65.7	75.0	22.8	1.1
Your employees are able to stay calm.	70.9	75.0	22.4	1.1

Workplace Pillar



Workplace Pillar Summary Statistics

Scale	\bar{x}	m	SD	ME
Workplace Pillar	63.5	65.2	14.6	0.7
Workplace Experience	61.1	63.3	17.7	0.9
Perceived Stress	59.7	61.1	16.7	0.8
Safety	63.6	66.7	19.1	0.9
Attendance	81.7	90.0	22.4	1.1

Engagement Summary Statistics

Scale	\bar{x}	m	SD	ME
EEI	64.6	67.9	20.1	1.0
Administration and Operations	60.0	62.5	17.9	0.9
Reward And Recognition	51.7	50.0	20.6	1.0
Growth	53.8	58.3	22.7	1.1
Management Effectiveness	64.0	70.0	22.4	1.1
Senior Leadership	56.6	57.1	19.7	1.0
Work Demand	60.5	66.7	21.5	1.0

13 Factors Summary Statistics

Scale	\bar{x}	m	SD	ME
PHS 1: Psychological support	66.9	66.7	18.6	0.9
PHS 2: Organizational culture	59.8	58.3	21.2	1.0
PHS 3: Clear leadership and expectations	54.6	58.3	21.8	1.1
PHS 4: Civility and respect	55.0	58.3	19.5	0.9
PHS 5: Psychological demands	55.1	58.3	21.5	1.0
PHS 6: Growth and development	53.4	50.0	25.0	1.2
PHS 7: Recognition and reward	48.7	50.0	22.6	1.1
PHS 8: Involvement and influence	64.2	66.7	20.5	1.0
PHS 9: Workload management	59.8	58.3	21.8	1.1
PHS 10: Engagement	68.1	75.0	20.5	1.0
PHS 11: Balance	66.0	71.4	18.7	0.9
PHS 12: Psychological protection	62.2	66.7	20.7	1.0
PHS 13: Safety	67.4	75.0	20.6	1.0

MSI Factor Five Summary Statistics

Scale	\bar{x}	m	SD	ME
Factor 1: Management and Leadership	56.9	57.9	16.0	0.8
Factor 2: Employee Experience	65.1	66.7	17.6	0.9
Factor 3: Culture	60.6	62.5	17.5	0.8
Factor 4: Strategic HR	54.4	58.3	19.1	0.9
Factor 5: Safety	62.9	66.7	17.6	0.9

Workplace Item Summary Statistics

Theme	\bar{x}	m	SD	ME
Employee perception of adequate compensation for their contributions at work.	60.8	75.0	28.9	1.4
Employee satisfaction with your organization as a place to work.	56.3	75.0	29.4	1.4
Employee pride in working for your organization.	76.6	75.0	20.7	1.0
Employees would recommend organization as a great place to work.	71.4	75.0	24.0	1.2
Employees rarely think about looking for a job with another organization.	60.2	75.0	31.4	1.5
Employees believe their personal values are aligned with your organization.	58.1	75.0	28.1	1.4
Employee satisfaction with their work because it provides a sense of personal success.	66.9	75.0	25.3	1.2
Employees believe they work with a group of people who are committed to doing a good job.	74.5	75.0	23.7	1.1
Employees feel respected by their peers.	74.5	75.0	20.7	1.0
Employees believe their direct manager sets clear expectations.	63.8	75.0	28.2	1.4
Employees believe there are good opportunities for internal career advancement.	46.8	50.0	30.0	1.5
Employees are regularly given the chance to participate in meaningful training and development activities.	59.9	75.0	29.2	1.4
Employees believe your organization provides recognition through daily actions and/or formal programs.	41.6	50.0	26.1	1.3
Employees believe recognition and rewards are directly related to their work success.	43.5	50.0	26.6	1.3
Employees believe their direct manager adequately gives non-monetary rewards for good work.	61.0	75.0	30.2	1.5
Employees believe your organization provides adequate resources to help employees manage stress (e.g., Employee and Family Assistance Program and benefits programs).	64.6	75.0	23.0	1.1
Your employees believe senior leadership is committed to ensuring psychological safety for employees (e.g., dealing with bullying, harassment etc.).	58.8	75.0	27.1	1.3
Employees feel safe talking to their direct manager about work-related stress.	63.1	75.0	29.6	1.4
Commitment of senior leadership to support the organization's promises to its clients.	61.5	75.0	24.6	1.2
Positive teamwork with peers.	76.6	75.0	20.3	1.0
Trust between employees and their direct manager.	62.5	75.0	29.0	1.4
Trust between employees and senior management.	50.0	50.0	28.1	1.4
Employees feel respected by their direct manager.	77.3	75.0	24.5	1.2
Consistency in how management deals with "rule breakers" - no special treatment.	52.0	50.0	29.8	1.4
Understanding of how senior leadership's actions will lead to success.	53.0	50.0	26.8	1.3
Effectiveness of senior leadership in communicating its vision for the organization.	60.3	75.0	25.4	1.2

Workplace Item Summary Statistics

Theme	\bar{x}	m	SD	ME
Effectiveness of senior leadership in facilitating organizational change.	50.4	50.0	24.7	1.2
Workplace embraces and values diversity.	76.4	75.0	21.1	1.0
Minimal conflict in the workplace.	51.7	50.0	26.4	1.3
Minimal negative gossip about the workplace.	37.0	25.0	28.9	1.4
Employees are given the opportunity to be involved in decisions that affect them.	62.5	75.0	27.3	1.3
Senior leadership encourages employees to share their ideas.	62.1	75.0	24.4	1.2
Employees are given the tools and resources to do their jobs effectively.	62.2	75.0	27.5	1.3
Employees are satisfied with the amount of control they have over their work.	68.1	75.0	24.8	1.2
Employees feel work processes enable them to maximize productivity.	53.7	50.0	27.6	1.3
Employees are comfortably managing their work demands.	59.6	75.0	28.2	1.4
Employees have open and honest communication with their direct manager.	65.2	75.0	26.1	1.3
Employees receive useful coaching from their direct manager on a regular basis.	54.7	50.0	29.5	1.4
Effective internal communications.	49.3	50.0	25.7	1.2
Employees have not witnessed bullying or harassment in the workplace.	60.5	75.0	31.9	1.5
Employees feel fairly-treated in workplace conversations (and not embarrassed or intimidated).	52.6	75.0	33.7	1.6
Employees believe this is a respectful workplace.	66.9	75.0	24.4	1.2
Employees miss very few days at work due to illness.	73.3	78.6	27.2	1.3
Employees have not missed three to seven days of work in a row over the last 12 months.	82.9	100.0	32.7	1.6
Employees have not missed 10 or more days of work in a row over the past 12 months.	95.3	100.0	20.2	1.0
Safety valued as much or more than organizational performance.	61.7	75.0	23.8	1.1
Employees are confident about reporting safety issues or concerns and do not fear personal blame or discipline.	73.1	75.0	22.8	1.1
Regular review of policies and practices by management to optimize safety.	55.9	50.0	22.8	1.1



Life Pillar Summary Statistics

Scale	\bar{x}	m	SD	ME
Life Pillar	71.5	72.4	13.5	0.7
Work Life Blending	67.3	68.2	16.4	0.8
Financial Health	70.3	73.3	22.1	1.1
Relationships	76.9	79.2	15.7	0.8

Life Pillar Item Summary Statistics

Theme	\bar{x}	m	SD	ME
Employees are able to manage the demands of work and home life.	66.6	75.0	23.2	1.1
Employees are satisfied with your organization's work-life policies and practices.	67.1	75.0	26.3	1.3
Employees experience a good balance between work and life.	64.9	66.7	21.1	1.0
Employees have work schedules that allow for flexibility.	65.1	75.0	29.9	1.4
Employees believe that participating in hobbies, volunteering, or charitable activities in personal time is important.	74.0	75.0	23.0	1.1
Employees have extra savings for emergencies.	59.8	66.7	36.8	1.8
Employees take a positive approach to credit and bill payments.	81.7	100.0	24.7	1.2
Employees save money for retirement or other purposes on a regular basis.	70.9	66.7	33.6	1.6
Employees are able to manage their cash flow and save money each month.	71.8	66.7	25.9	1.3
Employees don't have debt.	67.2	66.7	24.4	1.2
Employees have people outside of the workplace who care about them.	90.8	100.0	14.5	0.7
Employees have strong and healthy relationships in the workplace.	74.3	75.0	21.0	1.0
Employees have strong support networks outside the workplace.	79.9	75.0	22.0	1.1
Employees have healthy and caring friends.	78.2	75.0	21.4	1.0
Employees rarely feel alone.	68.3	75.0	27.1	1.3
Employees believe their personal relationships are rarely a source of stress.	69.7	75.0	25.2	1.2

Appendix C: Categorical Responses



Physical Health Pillar



BMI Profile

The following table provides an overview of BMI for the sample population. This is still a useful metric for predicting one's risk for chronic disease.

Body Mass Index (BMI)					
Category	Female (N=590)	Male (N=244)	Other (N=5)	Unspecified (N=0)	Overall (N=839)
Underweight (less than 18.5)	0.9% (N=5)	0.4% (N=1)	x (N=x)	n/a (N=n/a)	0.7% (N=6)
Normal (18.6-25)	47.1% (N=278)	33.2% (N=81)	x (N=x)	n/a (N=n/a)	42.9% (N=360)
Overweight (25.1-30)	29.2% (N=172)	40.2% (N=98)	x (N=x)	n/a (N=n/a)	32.4% (N=272)
Obese Class I (30.1-35)	11.5% (N=68)	17.6% (N=43)	x (N=x)	n/a (N=n/a)	13.2% (N=111)
Obese Class II (35.1-40)	6.6% (N=39)	6.6% (N=16)	x (N=x)	n/a (N=n/a)	6.6% (N=55)
Obese Class III (40.1 or greater)	4.7% (N=28)	2.0% (N=5)	x (N=x)	n/a (N=n/a)	4.2% (N=35)
Average Category	Overweight (25.1-30)	Overweight (25.1-30)	x	n/a	Overweight (25.1-30)

Biometrics Categorical Responses

Please select the range your blood pressure falls within.

	Frequency	Percent	Cumulative Percent
Did not know and I will not be getting tested.	240	33.0%	33.0%
I do not know , but I will be getting tested within the next month	96	13.2%	46.2%
141-190 / 91-100	17	2.3%	48.5%
90-120 / 60-80	374	51.5%	100.0%
Total	727	100.0%	

Please select the range your cholesterol level falls within.

	Frequency	Percent	Cumulative Percent
Did not know and I will not be getting tested.	496	54.2%	54.2%
I don't know, but I will be getting my cholesterol levels tested by a health professional within the next month.	156	17.0%	71.2%
5.18- 6.19mmol/L or 200 - 239mg/dL	48	5.2%	76.4%
Less than 5.18 mmol/L or 200mg/dL	205	22.4%	98.8%
Total	905	98.8%	

My glucose/blood sugar range typically falls within the following ranges:

	Frequency	Percent	Cumulative Percent
Did not know and I will not be getting tested.	397	43.3%	43.3%
I don't know, but I will be getting my glucose levels tested by a health professional within the next month.	90	9.8%	53.1%
Diabetic (more than 7.1 mmol or 126mg/dl)	24	2.6%	55.7%
Early diabetes (5.6 to 7.0 mmol or 101-126mg/dl)	27	3.0%	58.7%
Normal (3.9 to 5.5 mmol or 70-100mg/dl)	378	41.3%	100.0%
Total	916	100.0%	

I am motivated to know and track my blood pressure, cholesterol levels and, glucose/blood sugar range.

	Frequency	Percent	Cumulative Percent
Strongly Agree	132	14.4%	14.4%
Agree	316	34.5%	48.9%
Undecided	151	16.5%	65.4%
Disagree	228	24.9%	90.3%
Strongly Disagree	89	9.7%	100.0%
Total	916	100.0%	

Medical Categorical Responses

When was your last general medical checkup?

	Frequency	Percent	Cumulative Percent
I have never had a general medical checkup	53	5.8%	5.8%
Medical check more than two years ago	95	10.4%	16.2%
Medical check two years ago	92	10.0%	26.2%
Medical check last year	140	15.3%	41.5%
Medical check within the last calendar year	536	58.5%	100.0%
Total	916	100.0%	

Do you know what cancer screening tests are applicable for your age and gender?

	Frequency	Percent	Cumulative Percent
No	340	37.1%	37.1%
Yes I know what cancer screens test are recommended for age and gender	576	62.9%	100.0%
Total	916	100.0%	

Are all your cancer screenings up to date?

	Frequency	Percent	Cumulative Percent
I do not know my cancer screens	340	37.1%	37.1%
No	155	16.9%	54.0%
Yes all my cancer screens are up to date	421	46.0%	100.0%
Total	916	100.0%	

How would you best describe your health over the past two years?

	Frequency	Percent	Cumulative Percent
My health is starting to slip	116	12.7%	12.7%
No improvement	44	4.8%	17.5%
I'm starting to make improvement	101	11.0%	28.5%
I am in good overall health	600	65.5%	94.0%
I've experienced significant health challenges	55	6.0%	100.0%
Total	916	100.0%	

I work with my physician to regularly keep my shots and vaccines up to date.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	39	4.3%	4.3%
Disagree	146	15.9%	20.2%
Undecided	80	8.7%	28.9%
Agree	362	39.5%	68.4%
Strongly Agree	289	31.6%	100.0%
Total	916	100.0%	

Are there any health concerns, issues or chronic conditions that are affecting your overall health? If so how many are there?

	Frequency	Percent	Cumulative Percent
Six or more health issues	8	1%	1%
Five health issues	5	0.6%	1.5%
Four health issues	15	1.6%	3.1%
Three health issues	56	6.1%	9.2%
Two health issues	133	14.5%	23.7%
One health issue	248	27.1%	50.8%
No health issues	451	49.2%	100.0%
Total	916	100.0%	

Lifestyle Choices Categorical Responses

Are you a tobacco user?

	Frequency	Percent	Cumulative Percent
Often	20	2.2%	2.2%
Sometimes	19	2.1%	4.3%
Rarely	18	1.9%	6.2%
Never	859	93.8%	100.0%
Total	916	100.0%	

In a typical day, how many times do you use tobacco? E.g., cigarettes, cigars, pipe, etc.

	Frequency	Percent	Cumulative Percent
Do not smoke	859	93.8%	93.8%
More than a pack a day	1	0.1%	93.9%
A pack a day	3	0.3%	94.2%
11 to 19	8	0.9%	95.1%
I do not smoke tobacco but I do chew tobacco	6	0.6%	95.7%
6 to 10	11	1.2%	96.9%
1 to 5 cigarettes	28	3.1%	100.0%
Total	916	100.0%	

In a typical week, how many alcoholic drinks do you have?

(A drink is one ounce of hard liquor, a glass of wine, or a bottle of beer)

	Frequency	Percent	Cumulative Percent
More than 18 drinks per week	12	1.3%	1.3%
14 to 18 drinks per week	29	3.2%	4.5%
6 to 13 drinks per week	132	14.4%	18.9%
1 to 5 drinks per week	456	49.8%	68.7%
0-non drinker	287	31.3%	100.0%
Total	916	100.0%	

On a typical day, how many ounces of alcoholic drinks do you have?

	Frequency	Percent	Cumulative Percent
0	287	31.3%	31.3%
Five or more ounces of alcohol per day	19	2.1%	33.4%
Four ounces of alcohol per day	35	3.8%	37.2%
Three ounces of alcohol per day	90	9.8%	47.0%
Two ounces of alcohol per day	230	25.1%	72.1%
One ounce of alcohol per day	255	27.9%	100.0%
Total	916	100.0%	

How often do you drive a motor vehicle under the influence of alcohol or drugs?

	Frequency	Percent	Cumulative Percent
Frequently (e.g., three more times a week)	3	0.4%	0.4%
Weekly (e.g., at least once or twice a week)	3	0.3%	0.7%
Monthly (e.g., 1-3 times per month)	2	0.2%	0.9%
Rarely (e.g., 1-3 times per year)	24	2.6%	3.5%
Never	884	96.5%	100.0%
Total	916	100.0%	

Describe your current use of prescription pain medication.

	Frequency	Percent	Cumulative Percent
I take pain medication as prescribed or directed	210	22.9%	22.9%
I do not use pain medication	690	75.3%	98.2%
I have a difficult time taking my medications properly	1	0.1%	98.3%
I do not take my medications properly and my health has been seriously affected as a result	15	1.7%	100.0%
Total	916	100.0%	

To escape stress, do you use tobacco, alcohol, drugs, food, internet, sex, or gambling? If yes, are you concerned about this?

	Frequency	Percent	Cumulative Percent
Yes, but I'm not concerned	224	24.5%	24.5%
Yes, I am concerned	49	5.3%	29.8%
Not applicable to me	643	70.2%	100.0%
Total	916	100.0%	

What is your level of commitment to changing these behaviours?

	Frequency	Percent	Cumulative Percent
Addiction is not an issue	643	70.2%	70.2%
No level of commitment to change addictive behaviors	33	3.6%	73.8%
Low level of commitment to change addictive behaviors	96	10.5%	84.3%
Moderate level of commitment to change addictive behaviors	116	12.7%	97.0%
High level of commitment to change addictive behaviors	28	3.0%	100.0%
Total	916	100.0%	

In terms of changing these behaviours, how ready for action are you?

	Frequency	Percent	Cumulative Percent
Addiction is not an issue for me	643	70.2%	70.2%
Plan in place and participating	50	5.5%	75.7%
Plan in place	41	4.5%	80.2%
Thinking about it	90	9.8%	90.0%
Not interested	92	10.0%	100.0%
Total	916	100.0%	

How confident are you that you are taking your medication correctly and consistently?

	Frequency	Percent	Cumulative Percent
Medication is not an issue	527	57.5%	57.5%
Confident	359	39.2%	96.7%
Somewhat confident	7	0.8%	97.5%
Mildly Confident	2	0.2%	97.7%
Moderately Confident	21	2.3%	100.0%
Total	916	100.0%	

To what degree are you actively managing your body weight?

	Frequency	Percent	Cumulative Percent
I do not	185	20.2%	20.2%
I actively manage my body weight less than 50% of the time	183	20.0%	40.2%
I actively manage my body weight 50 to 80% of the time	240	26.2%	66.4%
I actively manage my body weight 80 to 100% of the time	308	33.6%	100.0%
Total	916	100.0%	

Physical Activity Categorical Responses

What is your commitment to regular physical activity?

	Frequency	Percent	Cumulative Percent
None	20	2.2%	2.2%
Low commitment to Physical activity	209	22.8%	25.0%
Moderate commitment to Physical activity	406	44.3%	69.3%
High commitment to Physical activity	281	30.7%	100.0%
Total	916	100.0%	

Do you have a plan to maintain or improve the quality/ quantity of your physical activity habits?

	Frequency	Percent	Cumulative Percent
No, I do not have a plan	86	9.4%	9.4%
I am considering making a plan	138	15.1%	24.5%
I have developed a plan but have a hard time following it	261	28.5%	53.0%
I have a plan and regularly follow it	431	47.0%	100.0%
Total	916	100.0%	

On average how many steps do you take over the course of a day?

	Frequency	Percent	Cumulative Percent
less than 5,000 (typically moving less than 2 hours per day of low level of activity)	234	25.5%	25.5%
5,001 to 7,000 (typically moving for 2-3 hours per day of low level activity)	269	29.4%	54.9%
7,001 to 9,000 (typically moving for 3-4 hours per day of level activity)	198	21.6%	76.5%
9,000 to 11,000 (typically moving for 4-5 hours per day of low level activity)	152	16.6%	93.1%
11,001 or more (typically moving for more than 5 hours per day of low level activity)	63	6.9%	100.0%
Total	916	100.0%	

How frequently do you participate in physical activity?

	Frequency	Percent	Cumulative Percent
I do not participate in physical activity	114	12.4%	12.4%
Once per week	115	12.6%	25.0%
Twice per week	138	15.1%	40.1%
Three times per week	191	20.8%	60.9%
Four or more times per week	358	39.1%	100.0%
Total	916	100.0%	

What is your typical duration of planned physical activity?

	Frequency	Percent	Cumulative Percent
I do not participate in physical activity	114	12.4%	12.4%
0-20 minutes	55	6.0%	18.4%
21-40 minutes	279	30.5%	48.9%
41-60 minutes	316	34.5%	83.4%
61-90 minutes	124	13.5%	96.9%
91+ minutes	28	3.1%	100.0%
Total	916	100.0%	

On average, how many hours a day are you sedentary (e.g., seated at work a station, watching TV, on the computer/mobile etc.)?

	Frequency	Percent	Cumulative Percent
More than seven hours	281	30.7%	30.7%
Six to seven hours	289	31.5%	62.2%
Four to five hours	217	23.7%	85.9%
Two to three hours	111	12.1%	98.0%
Less than one hour	18	2.0%	100.0%
Total	916	100.0%	

Nutrition Categorical Responses

How would you describe your eating habits?

	Frequency	Percent	Cumulative Percent
I pay no attention to my diet; it is not a priority	24	2.6%	2.6%
I am struggling to control my eating.	20	2.2%	4.8%
I know I am not eating well; I understand this is an issue and it bothers me	58	6.3%	11.1%
I think about it but in reality I have hard time maintaining a healthy diet	154	16.8%	27.9%
I am committed to eating healthy, and most days I am successful	499	54.5%	82.4%
I follow a healthy diet each day	161	17.6%	100.0%
Total	916	100.0%	

Do you have a plan to maintain or improve the quality of your nutritional habits?

	Frequency	Percent	Cumulative Percent
No, I do not have a plan	177	19.3%	19.3%
I am considering making a plan	122	13.3%	32.6%
I have developed a plan but have a hard time following it	220	24.0%	56.6%
I have a plan and regularly follow it	397	43.4%	100.0%
Total	916	100.0%	

Based on your knowledge of recommendations for daily servings of protein, grains and dairy, which of the following statements best describe your eating habits?

	Frequency	Percent	Cumulative Percent
I am unfamiliar with the recommended daily servings of protein, grains and dairy.	45	4.9%	4.9%
I have a hard time following a balanced diet	112	12.2%	17.1%
I eat a balanced diet at least three times per week	280	30.6%	47.7%
I eat a balanced diet at least five times per week	479	52.3%	100.0%
Total	916	100.0%	

On a typical day, how many servings of fruits and vegetables do you eat?

	Frequency	Percent	Cumulative Percent
One or less servings of fruits and vegetables	83	9.1%	9.1%
Two to four servings of fruits and vegetables	458	50.0%	59.1%
Five to seven servings of fruits and vegetables	326	35.6%	94.7%
Eight or more servings of fruits and vegetables	49	5.3%	100.0%
Total	916	100.0%	

On a typical day, how many glasses of water do you drink?

	Frequency	Percent	Cumulative Percent
I do not drink water	27	2.9%	2.9%
One to two glasses	192	21.0%	23.9%
Three to four glasses	238	26.0%	49.9%
Five to six glasses	231	25.2%	75.1%
Seven to eight glasses	126	13.8%	88.9%
More than eight glasses	102	11.1%	100.0%
Total	916	100.0%	

Which of the following statements best describe your daily sugar intake?

	Frequency	Percent	Cumulative Percent
Don't pay attention to sugar	91	9.9%	9.9%
Most days, I struggle to moderate	96	10.5%	20.4%
Some days, I moderate sugar	219	23.9%	44.3%
I moderate sugar intake most days	439	47.9%	92.2%
Read food labels for sugar	71	7.8%	100.0%
Total	916	100.0%	

Sleep Categorical Responses

Overall, how satisfied are you with the amount of sleep you get each night?

	Frequency	Percent	Cumulative Percent
None	60	6.6%	6.6%
Low level of satisfaction	186	20.3%	26.9%
Moderately satisfied	514	56.1%	83.0%
Highly satisfied	156	17.0%	100.0%
Total	916	100.0%	

On an average night, how many hours do you sleep?

	Frequency	Percent	Cumulative Percent
Less than four hours	8	0.9%	0.9%
Four to six hours	318	34.7%	35.6%
Nine to ten hours	26	2.8%	38.4%
Seven to eight hours	564	61.6%	100.0%
Total	916	100.0%	

What best describes your sleep schedule?

	Frequency	Percent	Cumulative Percent
My sleep is sporadic and I never go to sleep or wake up at the same time throughout the week and weekend	26	2.9%	2.9%
I rarely (2-3 days per week) go to sleep and wake up at the same time throughout the week and weekend	79	8.6%	11.5%
I usually (4-5 days per week) go to sleep and wake up at the same time throughout the week and weekend	634	69.2%	80.7%
I always (everyday) go to sleep and wake up at the same time throughout the week and weekend	177	19.3%	100.0%
Total	916	100.0%	

When I wake up each morning:

	Frequency	Percent	Cumulative Percent
I feel exhausted and push myself through the day	33	3.6%	3.6%
I have a hard time getting out of bed and feel tired for most of the morning	107	11.7%	15.3%
I am slow to get going but once I wake up I am fine	614	67.0%	82.3%
I feel rested and ready to go	162	17.7%	100.0%
Total	916	100.0%	

During a good night I typically wake up:

	Frequency	Percent	Cumulative Percent
Wake up four times a night	63	6.9%	6.9%
Wake up three times a night	115	12.5%	19.4%
Wake up twice a night	257	28.1%	47.5%
Wake up once a night	347	37.9%	85.4%
Never wake up	134	14.6%	100.0%
Total	916	100.0%	

MSK Risk Scale

During most work days, how often do you engage in full or partial body repetitive movements (e.g., typing, lifting, twisting, bending or overhead reaching)?

	Frequency	Percent	Cumulative Percent
More than 7 hours per day	64	7.0%	7.0%
6 to 7 hours per day	232	25.3%	32.3%
4 to 5 hours per day	294	32.1%	64.4%
2 to 3 hours	158	17.3%	81.7%
Less than 1 hour	168	18.3%	100.0%
Total	916	100.0%	

I am concerned that my current level of repetitive action will negatively impact my muscle and joint health.

	Frequency	Percent	Cumulative Percent
Strongly Agree	96	10.5%	10.5%
Agree	270	29.5%	40.0%
Undecided	175	19.1%	59.1%
Disagree	265	28.9%	88.0%
Strongly Disagree	110	12.0%	100.0%
Total	916	100.0%	

I experience back, muscle or joint pain as a result of the task I have to do for work.

	Frequency	Percent	Cumulative Percent
Strongly Agree	79	8.6%	8.6%
Agree	269	29.4%	38.0%
Undecided	130	14.2%	52.2%
Disagree	302	33.0%	85.2%
Strongly Disagree	136	14.8%	100.0%
Total	916	100.0%	

Mental Health Pillar



Traumatic Risk Categorical Data

(Employees reporting that any of the following having occurred in the past 12-18 months in either the workplace or their personal life)

Traumatic Event Experience

	Frequency	Percent	Cumulative Percent
I have not experienced a traumatic event	839	91.6%	91.6%
I have experienced a traumatic event	77	8.4%	100.0%
Total	916	100.0%	

I have been in a physical accident.

	Frequency	Percent	Cumulative Percent
Yes	87	9.5%	9.5%
No	829	90.5%	100.0%
Total	916	100.0%	

I have observed a physical accident.

	Frequency	Percent	Cumulative Percent
Yes	52	5.7%	5.7%
No	864	94.3%	100.0%
Total	916	100.0%	

I have observed a traumatic event (e.g., physical abuse, violent crime, shooting, war, fire, etc.).

	Frequency	Percent	Cumulative Percent
Yes	57	6.2%	6.2%
No	859	93.8%	100.0%
Total	916	100.0%	

**I have been involved in a traumatic event
(e.g., physical abuse, violent crime, shooting, fire, etc.).**

	Frequency	Percent	Cumulative Percent
Yes	81	8.8%	8.8%
No	835	91.2%	100.0%
Total	916	100.0%	

I have been personally psychologically bullied.

	Frequency	Percent	Cumulative Percent
Yes	125	13.6%	13.6%
No	791	86.4%	100.0%
Total	916	100.0%	

I have been personally sexually harassed.

	Frequency	Percent	Cumulative Percent
Yes	11	1.2%	1.2%
No	905	98.8%	100.0%
Total	916	100.0%	

I lost a loved one.

	Frequency	Percent	Cumulative Percent
Yes	195	21.3%	21.3%
No	721	78.7%	100.0%
Total	916	100.0%	

Mental Health Support Indicator

If needed, I would feel comfortable accessing or seeking support for a mental health issue (e.g., depression, stress, anxiety) from the following.

My Manager:

	Frequency	Percent	Cumulative Percent
Not Selected	668	72.9%	72.9%
Yes	248	27.1%	100.0%
Total	916	100.0%	

HR Professional:

	Frequency	Percent	Cumulative Percent
Not Selected	728	79.5%	79.5%
Yes	188	20.5%	100.0%
Total	916	100.0%	

Doctor:

	Frequency	Percent	Cumulative Percent
Not Selected	135	14.7%	14.7%
Yes	781	85.3%	100.0%
Total	916	100.0%	

Mental Health Professional:

	Frequency	Percent	Cumulative Percent
Not Selected	308	33.6%	33.6%
Yes	608	66.4%	100.0%
Total	916	100.0%	

Employee and Family Assistance Program (EFAP):

	Frequency	Percent	Cumulative Percent
Not Selected	463	50.5%	50.5%
Yes	453	49.5%	100.0%
Total	916	100.0%	

Family Member:

	Frequency	Percent	Cumulative Percent
Not Selected	326	35.6%	35.6%
Yes	590	64.4%	100.0%
Total	916	100.0%	

Friend:

	Frequency	Percent	Cumulative Percent
Not Selected	373	40.7%	40.7%
Yes	543	59.3%	100.0%
Total	916	100.0%	

Coworker:

	Frequency	Percent	Cumulative Percent
Not Selected	733	80.0%	80.0%
Yes	183	20.0%	100.0%
Total	916	100.0%	



Leadership Trust Categorical Responses

	Frequency	Percent	Cumulative Percent
Zero trust in senior leadership	13	1.4%	1.4%
10%	27	2.9%	4.4%
20%	28	3.1%	7.4%
30%	27	2.9%	10.4%
40%	34	3.7%	14.1%
50%	97	10.6%	24.7%
60%	111	12.1%	36.8%
70%	181	19.8%	56.6%
80%	184	20.1%	76.6%
90%	150	16.4%	93.0%
100%	64	7.0%	100.0%

Safety Categorical Responses

Number of near-misses

	Frequency	Percent	Cumulative Percent
Zero	790	86.3%	86.3%
One to two	112	12.2%	98.5%
Three to Four	12	1.3%	99.8%
Seven or more	2	0.2%	100.0%
Total	916	100.0%	

Number of accidents

	Frequency	Percent	Cumulative Percent
Zero	757	82.6%	82.6%
One to two	137	15.0%	97.6%
Three to Four	14	1.5%	99.1%
Five to Six	3	0.3%	99.4%
Seven or more	5	0.6%	100.0%
Total	916	100.0%	

Workplace Hazards Risk Scale Categorical Responses

I have not experienced any workplace hazards

	Frequency	Percent	Cumulative Percent
I have experienced workplace issues	721	78.7%	78.7%
I have not experienced any workplace issues	195	21.3%	100.0%
Total	916	100.0%	

Smell/odour

	Frequency	Percent	Cumulative Percent
Not an issue	492	53.7%	53.7%
Yes	424	46.3%	100.0%
Total	916	100.0%	

Workspace

	Frequency	Percent	Cumulative Percent
Not an issue	746	81.4%	81.4%
Yes	170	18.6%	100.0%
Total	916	100.0%	

Temperature

	Frequency	Percent	Cumulative Percent
Not an issue	491	53.6%	53.6%
Yes	425	46.4%	100.0%
Total	916	100.0%	

Noise

	Frequency	Percent	Cumulative Percent
Not an issue	584	63.8%	63.8%
Yes	332	36.2%	100.0%
Total	916	100.0%	

Lighting

	Frequency	Percent	Cumulative Percent
Not an issue	790	86.2%	86.2%
Yes	126	13.8%	100.0%
Total	916	100.0%	

Ergonomics

	Frequency	Percent	Cumulative Percent
Not an issue	633	69.1%	69.1%
Yes	283	30.9%	100.0%
Total	916	100.0%	

Chemical Hazards

	Frequency	Percent	Cumulative Percent
Not an issue	846	92.4%	92.4%
Yes	70	7.6%	100.0%
Total	916	100.0%	

Working with unsafe equipment/machinery

	Frequency	Percent	Cumulative Percent
Not an issue	892	97.4%	97.4%
Yes	24	2.6%	100.0%
Total	916	100.0%	

Psychological stressors (harassment)

	Frequency	Percent	Cumulative Percent
Not an issue	719	78.5%	78.5%
Yes	197	21.5%	100.0%
Total	916	100.0%	

Witnessed or experience workplace violence

	Frequency	Percent	Cumulative Percent
Not an issue	898	98.0%	98.0%
Yes	18	2.0%	100.0%
Total	916	100.0%	



Work-life Blending Categorical Responses

I am successfully managing the demands of my work and home life.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	26	2.8%	2.8%
Disagree	99	10.8%	13.6%
Undecided	149	16.3%	29.9%
Agree	526	57.4%	87.3%
Strongly Agree	116	12.7%	100.0%
Total	916	100.0%	

I am satisfied with my employer’s work-life policies and practices (e.g., job flexibility to meet non-work demands).

	Frequency	Percent	Cumulative Percent
Strongly Disagree	42	4.6%	4.6%
Disagree	90	9.8%	14.4%
Undecided	173	18.9%	33.3%
Agree	421	46.0%	79.3%
Strongly Agree	190	20.7%	100.0%
Total	916	100.0%	

Which statement best describes how you are balancing work and life?

	Frequency	Percent	Cumulative Percent
Failing, I feel like I’m letting everyone down	26	2.8%	2.8%
Struggling, I feel badly about the choices I have to make	130	14.2%	17.0%
Fine, most days I manage to meet expectations	626	68.4%	85.4%
Excellent, I don’t feel stressed about the choices I make	134	14.6%	100.0%
Total	916	100.0%	

My work schedule allows for flexibility (e.g., flex hours, ability to adjust schedule).

	Frequency	Percent	Cumulative Percent
Strongly Disagree	69	7.5%	7.5%
Disagree	133	14.5%	22.0%
Undecided	95	10.4%	32.4%
Agree	415	45.3%	77.7%
Strongly Agree	204	22.3%	100.0%
Total	916	100.0%	

Participating in hobbies, volunteering or charitable activities is important to me.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	15	1.6%	1.6%
Disagree	68	7.4%	9.0%
Undecided	112	12.2%	21.2%
Agree	464	50.7%	71.9%
Strongly Agree	257	28.1%	100.0%
Total	916	100.0%	

What is the main source of your stress?

	Frequency	Percent	Cumulative Percent
Work	403	44.0%	44.0%
Home	85	9.3%	53.3%
Equally home and work	361	39.4%	92.7%
I have no stress	67	7.3%	100.0%
Total	916	100.0%	

Financial Security Categorical Responses

Do you have an emergency fund to cover essential expenses?

	Frequency	Percent	Cumulative Percent
No, it is not a priority for me	167	18.2%	18.2%
No, but I have a plan to create one this year	171	18.7%	36.9%
I have coverage, but I'm unsure if it's sufficient	263	28.7%	65.6%
I have coverage and I'm confident it's sufficient	315	34.4%	100.0%
Total	916	100.0%	

How would you describe your approach to credit card and other bill payments?

	Frequency	Percent	Cumulative Percent
I sometimes miss the minimum payment required/am late in paying my bills.	34	3.7%	3.7%
I most often only pay the minimum payment required/am late in paying my bills.	36	3.9%	7.6%
I always pay the minimum payment and occasionally pay the balance in full/pay my bills on time.	328	35.8%	43.4%
I always pay the full balance/pay my bills on time.	518	56.6%	100.0%
Total	916	100.0%	

Do you save money for retirement or other purposes on a regular basis?

	Frequency	Percent	Cumulative Percent
No, I can't afford it.	128	14.0%	14.0%
No. It's not a priority for me.	31	3.4%	17.4%
Yes. But I need to save more.	355	38.7%	56.1%
Yes. It's a priority for me.	402	43.9%	100.0%
Total	916	100.0%	

How would you describe how you manage your cash flow?

	Frequency	Percent	Cumulative Percent
I live paycheque to paycheque.	217	23.7%	23.7%
I have some money left over after covering my expenses.	340	37.1%	60.8%
I make a plan to save money each month	359	39.2%	100.0%
Total	916	100.0%	

What best describes your current level of financial debt?

	Frequency	Percent	Cumulative Percent
I have a large amount of debt, and I do not know what to do	19	2.1%	2.1%
I have a large amount of debt, but I am trying my best to lower it	181	19.8%	21.9%
I have some debt, but focus on lowering it and not creating more	481	52.5%	74.4%
I have no current debt and focus on maintaining it	235	25.6%	100.0%
Total	916	100.0%	

Organizational Responsibility Categorical Responses

I understand our HR policies and how to access support regarding harassment, bullying, accommodations, privacy, etc.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	25	2.7%	2.7%
Disagree	104	11.4%	14.1%
Undecided	156	17.0%	31.1%
Agree	484	52.8%	83.9%
Strongly Agree	147	16.1%	100.0%
Total	916	100.0%	

If I have a health issue, my workplace is flexible enough to help me manage my condition.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	31	3.4%	3.4%
Disagree	52	5.7%	9.1%
Undecided	181	19.7%	28.8%
Agree	470	51.3%	80.1%
Strongly Agree	182	19.9%	100.0%
Total	916	100.0%	

Our organization is a good corporate citizen (e.g., supports charities).

	Frequency	Percent	Cumulative Percent
Strongly Disagree	14	1.5%	1.5%
Disagree	22	2.4%	3.9%
Undecided	237	25.9%	29.8%
Agree	479	52.3%	82.1%
Strongly Agree	164	17.9%	100.0%

Our organization is active in green initiatives (e.g., waste reduction, clean energy).

	Frequency	Percent	Cumulative Percent
Strongly Disagree	5	.5%	.5%
Disagree	25	2.7%	3.3%
Undecided	86	9.4%	12.7%
Agree	537	58.6%	71.3%
Strongly Agree	263	28.7%	100.0%

When offered, I participate in the health and wellness programs (e.g., employee and family assistance program [EFAP], wellness activities, mental health training, coping skills training, etc.).

	Frequency	Percent	Cumulative Percent
Never	257	28.1%	28.1%
Rarely	300	32.7%	60.8%
Sometimes	265	28.9%	89.7%
Most of the time	75	8.2%	97.9%
Always	19	2.1%	100.0%
Total	916	100.0%	

Productivity



Attendance Categorical Responses

Total Number of Missed Days	Percentage of Sample Population
Did not miss any days	22.6%
One Day	8.5%
Two Days	15.8%
Three Days	13.2%
Four Days	8.4%
Five Days	9.6%
Six Days	3.7%
Seven Days	3.9%
Eight Days	2.6%
Nine Days	0.9%
Ten Days	3.1%
Eleven Days	0.2%
Twelve Days	1.0%
Thirteen Days	0.6%
14 or more Days	5.9%

Reasons for Missing Work	Percentage of Employees
1. Sick	71.0%
2. Child Care	11.8%
3. Mental Health Day	11.4%
4. Injury	7.8%
5. Surgery	6.9%
6. Other	5.9%
7. Chronic Pain	5.6%
8. Elder Care	3.7%
9. Short Term Disability	2.2%
10. Long Term Disability	0.5%

Discretionary Effort Categorical Responses

On a typical day, how much energy do you give to your work?

	Frequency	Percent	Cumulative Percent
30% or less	3	0.3%	0.3%
40%	1	0.1%	0.4%
50%	5	0.5%	1.0%
60%	7	0.8%	1.7%
65%	11	1.2%	2.9%
70%	29	3.2%	6.1%
75%	61	6.7%	12.8%
80%	104	11.4%	24.1%
85%	131	14.3%	38.4%
90%	209	22.8%	61.2%
95%	101	11.0%	72.3%
100%	254	27.7%	100.0%
Total	916	100.0%	

On a typical day, how much effort does your average co-worker give to his/her work?

	Frequency	Percent	Cumulative Percent
100% best effort each day	170	18.6%	18.6%
90%	242	26.4%	45.0%
80%	259	28.3%	73.3%
70%	135	14.7%	88.0%
60%	45	4.9%	92.9%
50%	48	5.2%	98.1%
40%	8	0.9%	99.0%
less than 30%	9	1.0%	100.0%
Total	916	100.0%	

Presenteeism Categorical Responses

In a typical week, how often do you go to work feeling unwell (physically or psychologically)?

	Frequency	Percent	Cumulative Percent
None	504	55.0%	55.0%
One day a week	234	25.5%	80.5%
Two days a week	96	10.5%	91.0%
Three days a week	46	5.0%	96.0%
Four days a week	16	1.8%	97.8%
Feel ill five days a week at work	20	2.2%	100.0%
Total	916	100.0%	

If you go to work when feeling unwell (physically or psychologically), how much energy do you typically give?

	Frequency	Percent	Cumulative Percent
N/A	504	55.0%	55.0%
30% or less	5	0.5%	55.6%
40%	3	0.3%	55.9%
50%	25	2.7%	58.6%
55%	3	0.3%	59.0%
60%	26	2.8%	61.8%
65%	18	2.0%	63.8%
70%	41	4.5%	68.2%
75%	48	5.2%	73.5%
80%	65	7.1%	80.6%
85%	44	4.8%	85.4%
90%	53	5.8%	91.2%
95%	30	3.3%	94.4%
100%	51	5.6%	100.0%
Total	916	100.0%	

Appendix F: Health Costs



Generation		Traditionalist	Baby Boomers	Generation X	Millennial	Total	
		<i>n= 17</i>	<i>n= 282</i>	<i>n= 396</i>	<i>n= 221</i>	<i>n= 916</i>	
		Percent of Pop.	Percent of Pop.	Percent of Pop.	Percent of Pop.	Percent of Pop.	Cost
Percentage of Total Population		2%	31%	43%	24%	100%	-
At-Risk Behaviour Choices	Sedentary	6%	6%	4%	3%	62%	\$278,160
	Alcohol use	0%	7%	7%	3%	4%	\$33,087
	Tobacco use	12%	10%	11%	2%	6%	\$242,592
Number of Diagnosed Disease Incidents	Cardiovascular	6%	5%	3%	0%	8%	\$52,200
	Diabetes	12%	6%	7%	4%	3%	\$39,258
	Obesity	24%	11%	16%	14%	6%	\$45,429
	Anxiety	12%	10%	13%	6%	14%	\$1,161,000
	Depression	0%	2%	1%	0%	10%	\$1,615,000
	Arthritis	6%	5%	6%	5%	1%	\$59,800
	Cancer	0%	1%	2%	2%	5%	\$874,000
Number of Undiagnosed Disease Incidents	Cardiovascular	0%	1%	1%	1%	1%	\$8,352
	Diabetes	0%	5%	6%	7%	0%	\$4,362
	Obesity	0%	0%	2%	3%	5%	\$39,850
	Anxiety	0%	3%	5%	7%	10%	\$855,000
	Depression	0%	0%	1%	0%	5%	\$748,000
	Arthritis	0%	0%	1%	0%	0%	\$18,400
	Cancer	0%	0%	0%	0%	1%	\$95,000
Average Cost per FTE		\$5,745	\$5,177	\$6,854	\$5,449	\$6,735	
Total Cost		\$97,663	\$1,460,027	\$2,714,257	\$1,204,267	\$6,169,490	

THI score

		At Risk	Problem Health	Strained Health	Active Health	Optimal Health	Total	
		n= 59	n= 195	n= 347	n= 255	n= 60	n= 916	
		Percent of Pop.	Percent of Pop.	Percent of Pop.	Percent of Pop.	Percent of Pop.	Percent of Pop.	Cost
Percentage of Total Population		6%	21%	38%	28%	7%	100%	-
At-Risk Behaviour Choices	Sedentary	15%	7%	3%	3%	2%	62%	\$278,160
	Alcohol use	19%	10%	5%	3%	0%	4%	\$33,087
	Tobacco use	15%	12%	8%	5%	5%	6%	\$242,592
Number of Diagnosed Disease Incidents	Cardiovascular	3%	5%	4%	1%	0%	8%	\$52,200
	Diabetes	24%	9%	6%	2%	2%	3%	\$39,258
	Obesity	51%	26%	12%	3%	0%	6%	\$45,429
	Anxiety	47%	17%	7%	2%	2%	14%	\$1,161,000
	Depression	2%	2%	1%	2%	0%	10%	\$1,615,000
	Arthritis	14%	6%	6%	2%	0%	1%	\$59,800
	Cancer	3%	4%	1%	0%	0%	5%	\$874,000
Number of Undiagnosed Disease Incidents	Cardiovascular	3%	0%	0%	0%	0%	1%	\$8,352
	Diabetes	10%	9%	6%	2%	0%	0%	\$4,362
	Obesity	25%	17%	10%	4%	2%	5%	\$39,850
	Anxiety	17%	11%	3%	0%	0%	10%	\$855,000
	Depression	3%	1%	0%	0%	0%	5%	\$748,000
	Arthritis	3%	2%	0%	0%	0%	0%	\$18,400
	Cancer	0%	0%	0%	0%	0%	1%	\$95,000
Average Cost per FTE		\$23,072	\$11,394	\$5,811	\$2,082	\$649	\$6,735	
Total Cost		\$1,361,227	\$2,221,834	\$2,016,496	\$530,969	\$38,964	\$6,169,490	

Appendix G: Program Evaluation



Program			Cost							
Employee and Family Assistance Program										
THI metrics										
THI Profile	% of population engaged in program	Average reported impact	Program Cost/ engaged in program	Employee Engagement Index	Avg number of chronic issues	Avg Days Missed /yr	Avg Discretionary Effort	Avg days Unwell /yr	Estimated Health cost	Estimated loss Prod. Cost
Optimal Health (n = 60)	20%	3.3		89.2	0.5	1.7	94%	4.8	\$649	\$5,613
									\$38,964	\$336,764
Active Health (n = 255)	21%	3.3		75.7	0.9	2.7	90%	9.0	\$2,082	\$7,985
									\$530,969	\$2,036,188
Strained Health (n = 347)	25%	3.2		64.6	1.9	3.6	88%	32.8	\$5,811	\$9,273
									\$2,016,496	\$3,217,619
Problem Health (n = 195)	35%	2.7		51.4	3.0	5.0	88%	68.2	\$11,394	\$11,098
									\$2,221,834	\$2,164,136
At-Risk Health (n = 59)	36%	2.4		35.2	5.5	6.7	87%	130.2	\$23,072	\$13,603
									\$1,361,227	\$802,604
Total	26%	3.0		64.6	2.0	3.7	89%	38.1	\$6,735	\$9,342

\$6,169,490 \$8,557,311

Program Cost

Wellness Committee Initiatives

THI metrics										
THI Profile	% of population engaged in program	Average reported impact	Program Cost/ engaged in program	Employee Engagement Index	Avg number of chronic issues	Avg Days Missed /yr	Avg Discretionary Effort	Avg days Unwell /yr	Estimated Health cost	Estimated loss Prod. Cost
Optimal Health (n = 60)	33%	3.3		89.2	0.5	1.7	94%	4.8	\$649	\$5,613
Active Health (n = 255)	29%	2.9		75.7	0.9	2.7	90%	9.0	\$2,082	\$7,985
Strained Health (n = 347)	24%	2.6		64.6	1.9	3.6	88%	32.8	\$5,811	\$9,273
Problem Health (n = 195)	24%	2.4		51.4	3.0	5.0	88%	68.2	\$11,394	\$11,098
At-Risk Health (n = 59)	15%	2.6		35.2	5.5	6.7	87%	130.2	\$23,072	\$13,603
Total	26%	2.7		64.6	2.0	3.7	89%	38.1	\$6,735	\$9,342
									\$6,169,490	\$8,557,311

Program			Cost							
Coping Skills Training										
			THI metrics							
THI Profile	% of population engaged in program	Average reported impact	Program Cost/engaged in program	Employee Engagement Index	Avg number of chronic issues	Avg Days Missed /yr	Avg Discretionary Effort	Avg days Unwell /yr	Estimated Health cost	Estimated loss Prod. Cost
Optimal Health (n = 60)	15%	3.7		89.2	0.5	1.7	94%	4.8	\$649	\$5,613
									\$38,964	\$336,764
Active Health (n = 255)	8%	3.1		75.7	0.9	2.7	90%	9.0	\$2,082	\$7,985
									\$530,969	\$2,036,188
Strained Health (n = 347)	8%	3.1		64.6	1.9	3.6	88%	32.8	\$5,811	\$9,273
									\$2,016,496	\$3,217,619
Problem Health (n = 195)	11%	3.4		51.4	3.0	5.0	88%	68.2	\$11,394	\$11,098
									\$2,221,834	\$2,164,136
At-Risk Health (n = 59)	8%	2.4		35.2	5.5	6.7	87%	130.2	\$23,072	\$13,603
									\$1,361,227	\$802,604
Total	9%	3.2		64.6	2.0	3.7	89%	38.1	\$6,735	\$9,342
									\$6,169,490	\$8,557,311

Program			Cost							
Fitness Challenges/Initiatives										
			THI metrics							
THI Profile	% of population engaged in program	Average reported impact	Program Cost/engaged in program	Employee Engagement Index	Avg number of chronic issues	Avg Days Missed /yr	Avg Discretionary Effort	Avg days Unwell /yr	Estimated Health cost	Estimated loss Prod. Cost
Optimal Health (n = 60)	30%	3.1		89.2	0.5	1.7	94%	4.8	\$649	\$5,613
									\$38,964	\$336,764
Active Health (n = 255)	24%	2.7		75.7	0.9	2.7	90%	9.0	\$2,082	\$7,985
									\$530,969	\$2,036,188
Strained Health (n = 347)	24%	2.6		64.6	1.9	3.6	88%	32.8	\$5,811	\$9,273
									\$2,016,496	\$3,217,619
Problem Health (n = 195)	19%	2.4		51.4	3.0	5.0	88%	68.2	\$11,394	\$11,098
									\$2,221,834	\$2,164,136
At-Risk Health (n = 59)	7%	2.0		35.2	5.5	6.7	87%	130.2	\$23,072	\$13,603
									\$1,361,227	\$802,604
Total	23%	2.6		64.6	2.0	3.7	89%	38.1	\$6,735	\$9,342
									\$6,169,490	\$8,557,311

Program			Cost							
Mental Health Initiatives										
			THI metrics							
THI Profile	% of population engaged in program	Average reported impact	Program Cost/engaged in program	Employee Engagement Index	Avg number of chronic issues	Avg Days Missed /yr	Avg Discretionary Effort	Avg days Unwell /yr	Estimated Health cost	Estimated loss Prod. Cost
Optimal Health (n = 60)	17%	3.2		89.2	0.5	1.7	94%	4.8	\$649	\$5,613
									\$38,964	\$336,764
Active Health (n = 255)	13%	3.3		75.7	0.9	2.7	90%	9.0	\$2,082	\$7,985
									\$530,969	\$2,036,188
Strained Health (n = 347)	14%	2.8		64.6	1.9	3.6	88%	32.8	\$5,811	\$9,273
									\$2,016,496	\$3,217,619
Problem Health (n = 195)	18%	2.3		51.4	3.0	5.0	88%	68.2	\$11,394	\$11,098
									\$2,221,834	\$2,164,136
At-Risk Health (n = 59)	12%	2.9		35.2	5.5	6.7	87%	130.2	\$23,072	\$13,603
									\$1,361,227	\$802,604
Total	15%	2.8		64.6	2.0	3.7	89%	38.1	\$6,735	\$9,342
									\$6,169,490	\$8,557,311

Program			Cost							
Health and Benefits Program										
THI metrics										
THI Profile	% of population engaged in program	Average reported impact	Program Cost/engaged in program	Employee Engagement Index	Avg number of chronic issues	Avg Days Missed /yr	Avg Discretionary Effort	Avg days Unwell /yr	Estimated Health cost	Estimated loss Prod. Cost
Optimal Health (n = 60)	83%	4.2		89.2	0.5	1.7	94%	4.8	\$649	\$5,613
									\$38,964	\$336,764
Active Health (n = 255)	78%	4.0		75.7	0.9	2.7	90%	9.0	\$2,082	\$7,985
									\$530,969	\$2,036,188
Strained Health (n = 347)	80%	3.8		64.6	1.9	3.6	88%	32.8	\$5,811	\$9,273
									\$2,016,496	\$3,217,619
Problem Health (n = 195)	84%	3.5		51.4	3.0	5.0	88%	68.2	\$11,394	\$11,098
									\$2,221,834	\$2,164,136
At-Risk Health (n = 59)	76%	3.6		35.2	5.5	6.7	87%	130.2	\$23,072	\$13,603
									\$1,361,227	\$802,604
Total	80%	3.8		64.6	2.0	3.7	89%	38.1	\$6,735	\$9,342
									\$6,169,490	\$8,557,311

Program			Cost							
Respectful Workplace Initiatives										
			THI metrics							
THI Profile	% of population engaged in program	Average reported impact	Program Cost/ engaged in program	Employee Engagement Index	Avg number of chronic issues	Avg Days Missed /yr	Avg Discretionary Effort	Avg days Unwell /yr	Estimated Health cost	Estimated loss Prod. Cost
Optimal Health (n = 60)	47%	3.5		89.2	0.5	1.7	94%	4.8	\$649	\$5,613
									\$38,964	\$336,764
Active Health (n = 255)	46%	3.2		75.7	0.9	2.7	90%	9.0	\$2,082	\$7,985
									\$530,969	\$2,036,188
Strained Health (n = 347)	38%	3.0		64.6	1.9	3.6	88%	32.8	\$5,811	\$9,273
									\$2,016,496	\$3,217,619
Problem Health (n = 195)	43%	2.6		51.4	3.0	5.0	88%	68.2	\$11,394	\$11,098
									\$2,221,834	\$2,164,136
At-Risk Health (n = 59)	37%	2.3		35.2	5.5	6.7	87%	130.2	\$23,072	\$13,603
									\$1,361,227	\$802,604
Total	42%	3.0		64.6	2.0	3.7	89%	38.1	\$6,735	\$9,342
									\$6,169,490	\$8,557,311

Program				Cost						
Leadership training (e.g. Supervisory Development, Leading Teams, Strategic Mindset)										
THI metrics										
THI Profile	% of population engaged in program	Average reported impact	Program Cost/ engaged in program	Employee Engagement Index	Avg number of chronic issues	Avg Days Missed /yr	Avg Discretionary Effort	Avg days Unwell /yr	Estimated Health cost	Estimated loss Prod. Cost
Optimal Health (n = 60)	45%	3.8		89.2	0.5	1.7	94%	4.8	\$649	\$5,613
									\$38,964	\$336,764
Active Health (n = 255)	42%	3.8		75.7	0.9	2.7	90%	9.0	\$2,082	\$7,985
									\$530,969	\$2,036,188
Strained Health (n = 347)	30%	3.4		64.6	1.9	3.6	88%	32.8	\$5,811	\$9,273
									\$2,016,496	\$3,217,619
Problem Health (n = 195)	31%	3.2		51.4	3.0	5.0	88%	68.2	\$11,394	\$11,098
									\$2,221,834	\$2,164,136
At-Risk Health (n = 59)	14%	2.6		35.2	5.5	6.7	87%	130.2	\$23,072	\$13,603
									\$1,361,227	\$802,604
Total	34%	3.5		64.6	2.0	3.7	89%	38.1	\$6,735	\$9,342
									\$6,169,490	\$8,557,311

Appendix H: Historical Comparisons

Questions used in Historical Comparisons

Comparisons are made between years 2013, 2015, and 2017 data for various departments at Dalhousie. Some questions were not comparable between these years; however, comparable questions are given below:

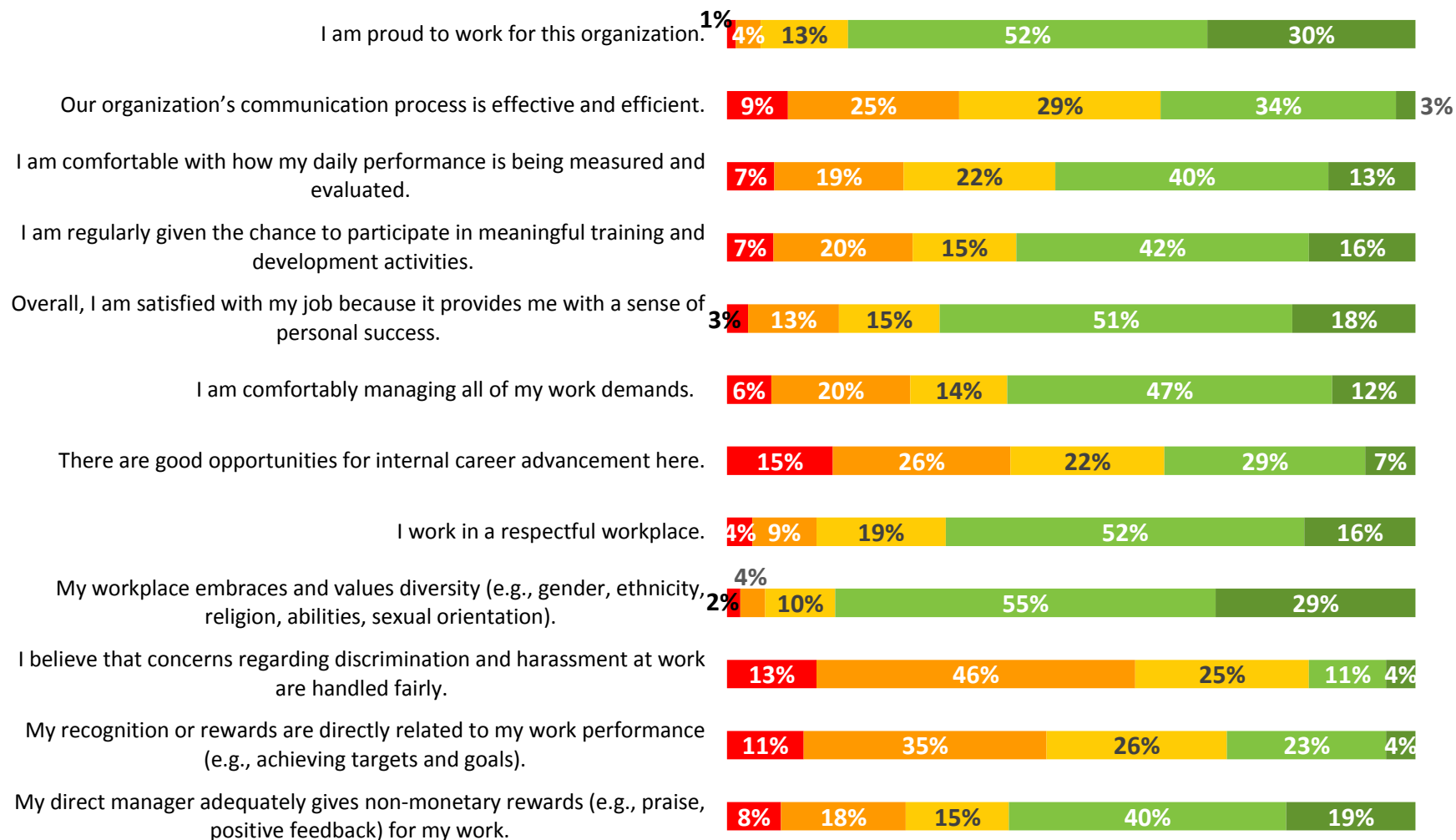
2017 Questions	2015 Questions	2013 Questions
Drivers of job satisfaction		
I am proud to work for this organization.	I take pride and enjoy my work	I enjoy my work
Our organization's communication process is effective and efficient.	Management is effective at communicating and keeping employees informed	My department does a good job of keeping me informed of important changes
I am comfortable with how my daily performance is being measured and evaluated.	I believe my contribution is valued	The work I do is valued
I am regularly given the chance to participate in meaningful training and development activities.	I have access to meaningful training and development	I have opportunities to learn and grow at work
Overall, I am satisfied with my job because it provides me with a sense of personal success.	What I do at work matters to me	I get a sense of accomplishment from my work
I am comfortably managing all of my work demands.	I am managing all the work demands put on me by administration/management.	I am able to effectively deal with the amount of work assigned to me
There are good opportunities for internal career advancement here.	If I want them there are opportunities for career advancement	I am given opportunities for career advancement
Aspects of an Inclusive Community		
I work in a respectful workplace.	Most employees treat each other with respect	I am treated in a respectful manner by other employees
My workplace embraces and values diversity (e.g., gender, ethnicity, religion, abilities, sexual orientation).	This culture embraces and values diversity	My department recognizes and values diversity
I believe that concerns regarding discrimination and harassment at work are handled fairly.	Complaints of harassment and discrimination are handled effectively	I am confident that complaints of harassment and discrimination are handled effectively
Forms of Receiving Feedback		
My recognition or rewards are directly related to my work performance (e.g., achieving targets and goals).	In the past 12 months, I have met with my Supervisor/Chair to review my performance	I am given regular feedback by my Supervisor/Chair
My direct manager adequately gives non-monetary rewards (e.g., praise, positive feedback) for my work.	My manager acknowledges my accomplishments with me	I am recognized for my achievements

Participation Rates by Department Utilized in Historical Comparisons

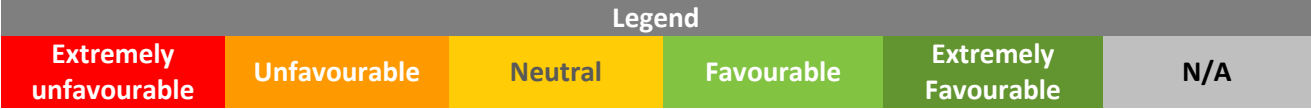
For the 2017 survey, any departments that have a sample size less than 20 were removed from the comparisons due to limited statistical power. Removed departments include: Ancillary Services, Architecture and Planning, Communications and Marketing, Computer Science, Continuing Education, Graduate Studies, Law, President's Office, VP Finance & Admin, VP Research, and Other.

Department	2017 (n)	2015 (n)	Difference (n)
Overall	916	1381	-465
Agriculture	53	92	-39
Ancillary Services (including Residence Operations, Conference Services, Bookstores, DalCard, Arts Centre)	15	21	-6
Architecture and Planning	6	8	-2
Arts and Social Sciences	50	47	3
Communications and Marketing	13	16	-3
Computer Science	12	24	-12
Continuing Education	15	22	-7
Dentistry	46	55	-9
Engineering	26	34	-8
Facilities Management	62	145	-83
Finance	36	33	3
Graduate Studies	1	11	-10
Health Professions	44	98	-54
Human Resources	32	31	1
Information Technology Services (ITS)	35	53	-18
Law (including Law Library)	16	23	-7
Management	30	40	-10
Medicine - Basic Science Depts.	34	87	-53
Medicine - Clinical Depts.	34	51	-17
Medicine - Deans Office Units	39	42	-3
President's Office (including Legal Counsel, University Secretariat, Gov't Relations)	14	9	5
Registrarial/Recruitment Services	52	42	10
Science	56	97	-41
Student Affairs	44	69	-25
University Libraries	37	36	1
VP Finance & Admin (including AVPs, Env. Health and Safety, Sustainability)	7	17	-10
VP Research (including Research Services, Animal Care, ILO)	18	22	-4
Other - please specify	12	38	-26

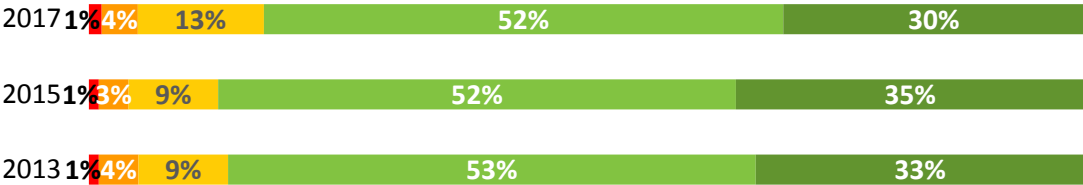
Your 2017 Results



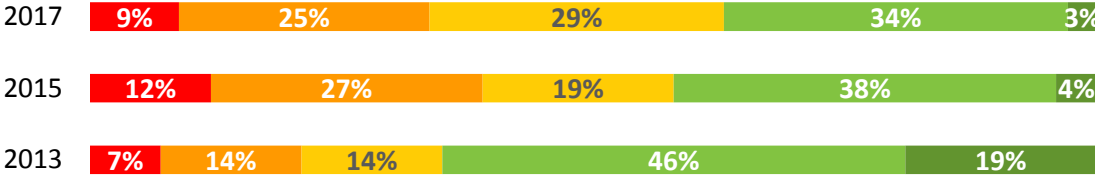
Question Distributions



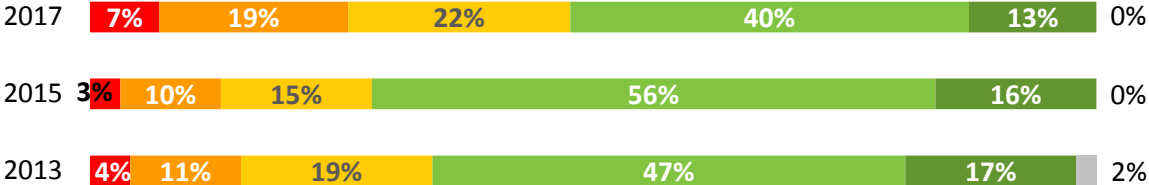
I am proud to work for this organization.



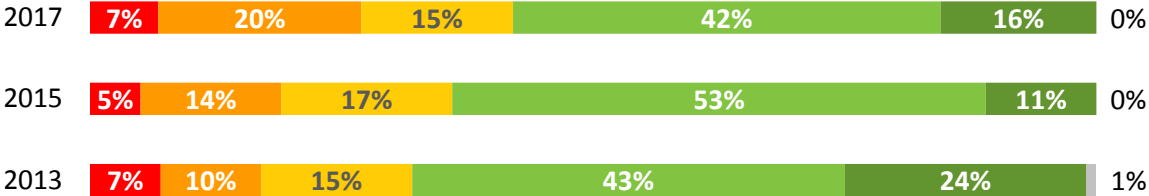
Our organization's communication process is effective and efficient.



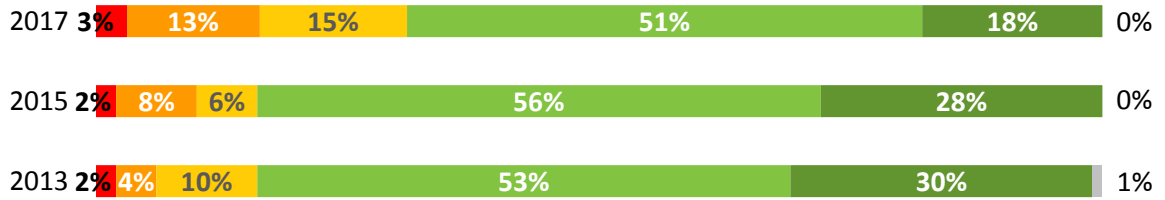
I am comfortable with how my daily performance is being measured and evaluated.



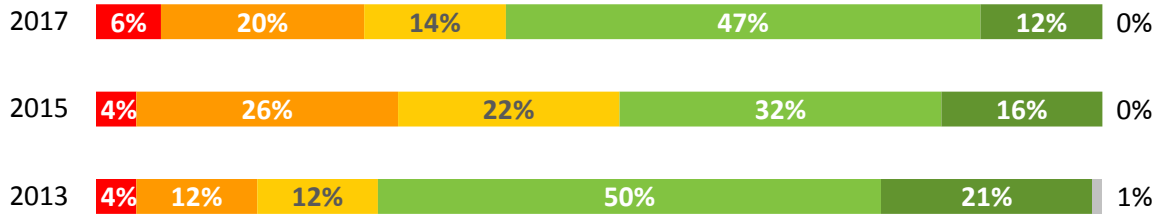
I am regularly given the chance to participate in meaningful training and development activities.



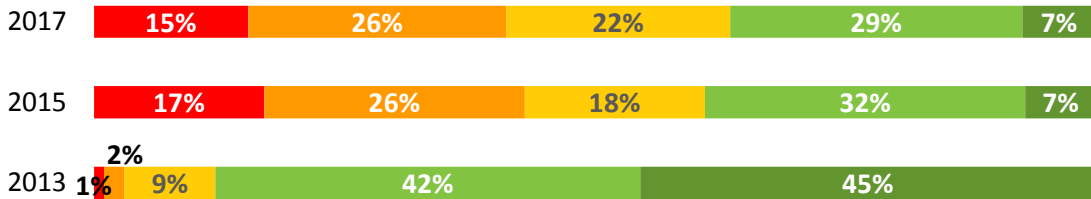
Overall, I am satisfied with my job because it provides me with a sense of personal success.



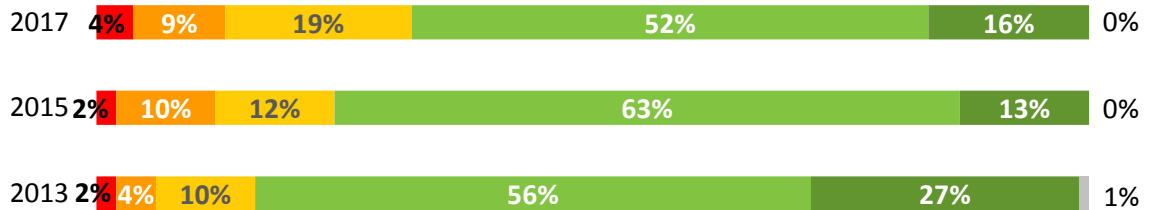
I am comfortably managing all of my work demands.



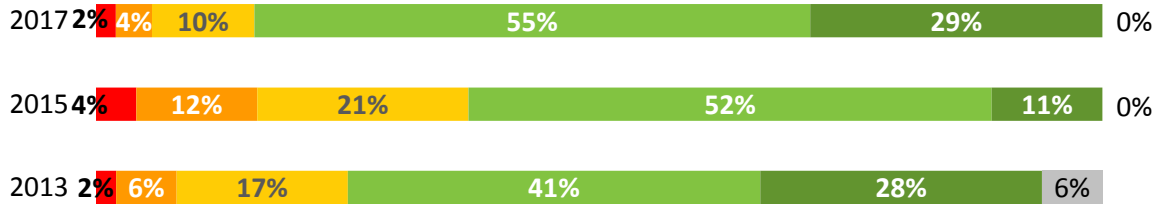
There are good opportunities for internal career advancement here.



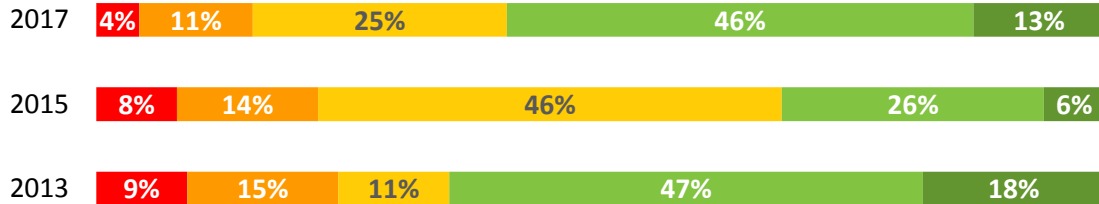
I work in a respectful workplace.



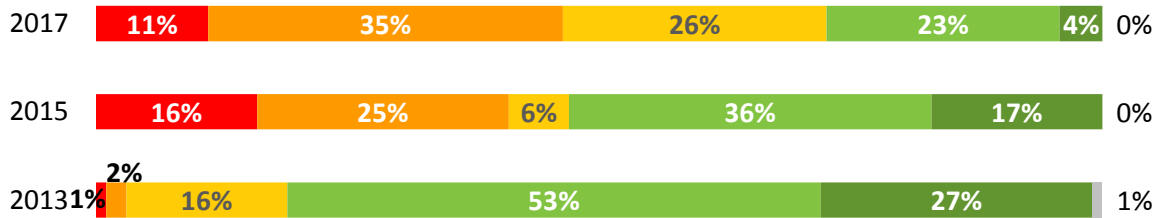
My workplace embraces and values diversity (e.g., gender, ethnicity, religion, abilities, sexual orientation).



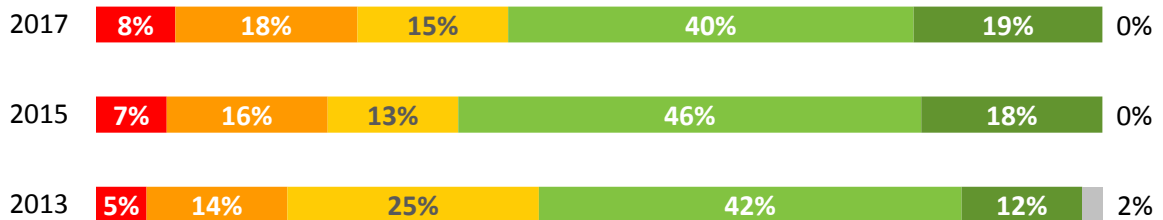
I believe that concerns regarding discrimination and harassment at work are handled fairly.



My recognition or rewards are directly related to my work performance (e.g., achieving targets and goals).



My direct manager adequately gives non-monetary rewards (e.g., praise, positive feedback) for my work.



QWL Data

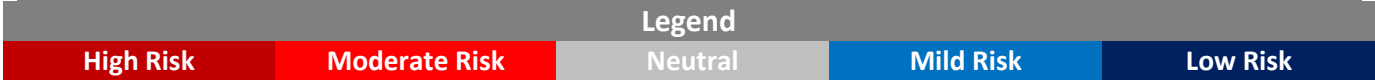
This section provides a comparison to your 2015 and 2017 QWL data. When reviewing the year-over-year (YOY) changes, it is important to consider that the tool and scale methodology are slightly different, making a direct comparison of any change difficult. However, this YOY comparison can be used to directionally interpret the trend of a given construct.

QWL Scales

Measure	2017 Score	2015 Score	YOY Change
QWL Score	66	63	3
Perceived Stress	60	60	0
Engagement	65	61	4
Administration and Process	60	60	0
Direct Manager	64	52	12
Culture	63	63	0
Work demand	60	69	-9
Mental Health	67	63	4
Coping	71	68	3
Physical Health	65	68	-3

Measure	2017 Score	2015 Score	YOY Change
PHS 1: Psychological support	67	60	7
PHS 2: Organizational culture	60	65	-5
PHS 3: Clear leadership and expectations	55	62	-7
PHS 4: Civility and respect	55	45	10
PHS 5: Psychological demands	55	61	-6
PHS 6: Growth and development	54	63	-9
PHS 7: Recognition and reward	49	53	-4
PHS 8: Involvement and influence	64	56	9
PHS 9: Workload management	63	60	3
PHS 10: Engagement	68	61	7
PHS 11: Balance	66	65	1
PHS 12: Psychological protection	62	54	8
PHS 13: Safety	64	60	4

Respectful Workplace



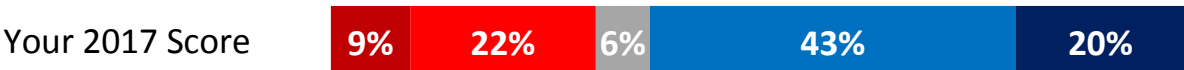
I believe that concerns regarding discrimination and harassment at work are handled fairly.



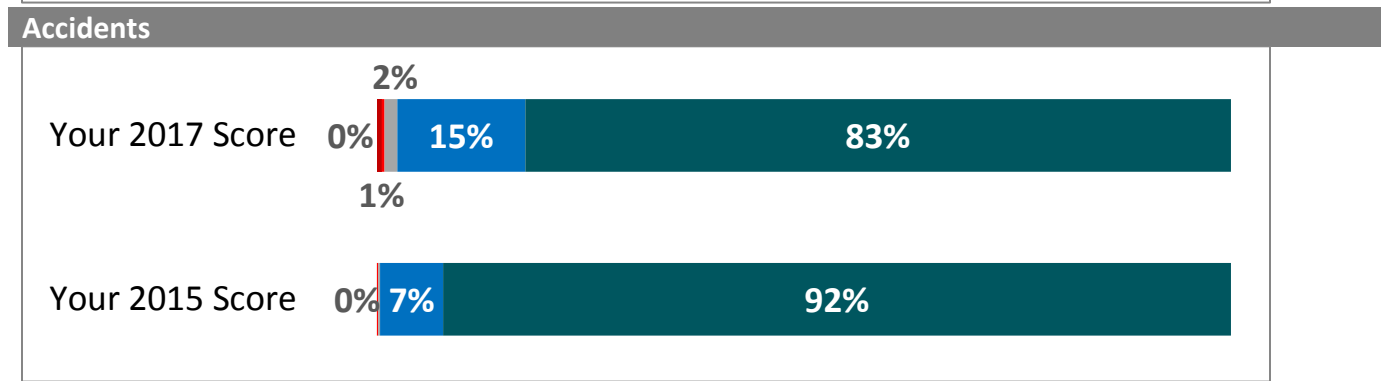
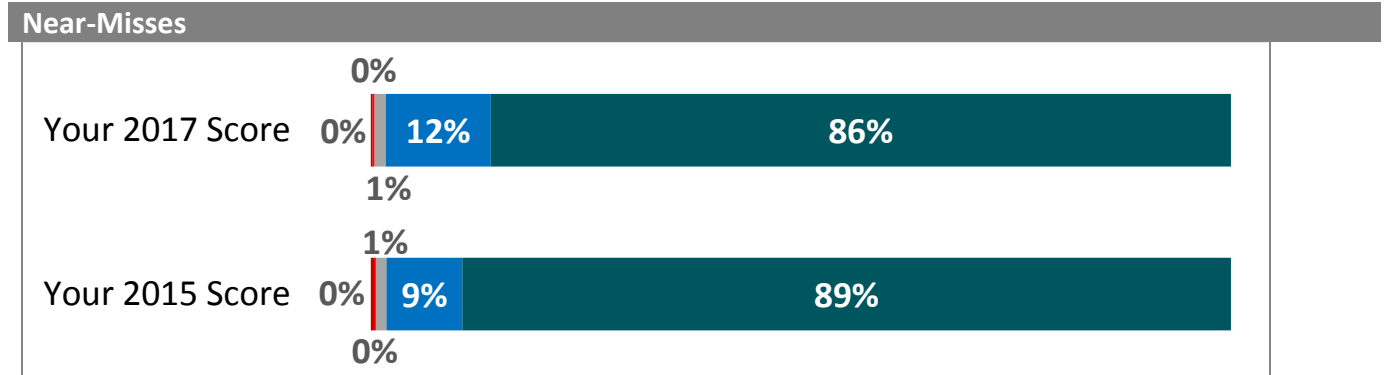
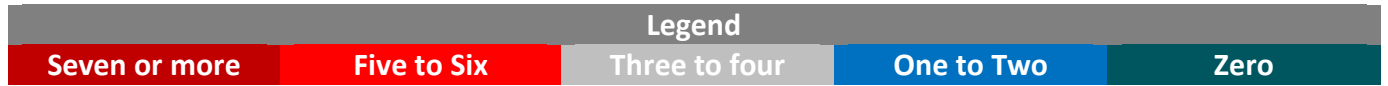
I have been in a workplace conversation where I left feeling I had been treated unfairly, embarrassed, or even intimidated.



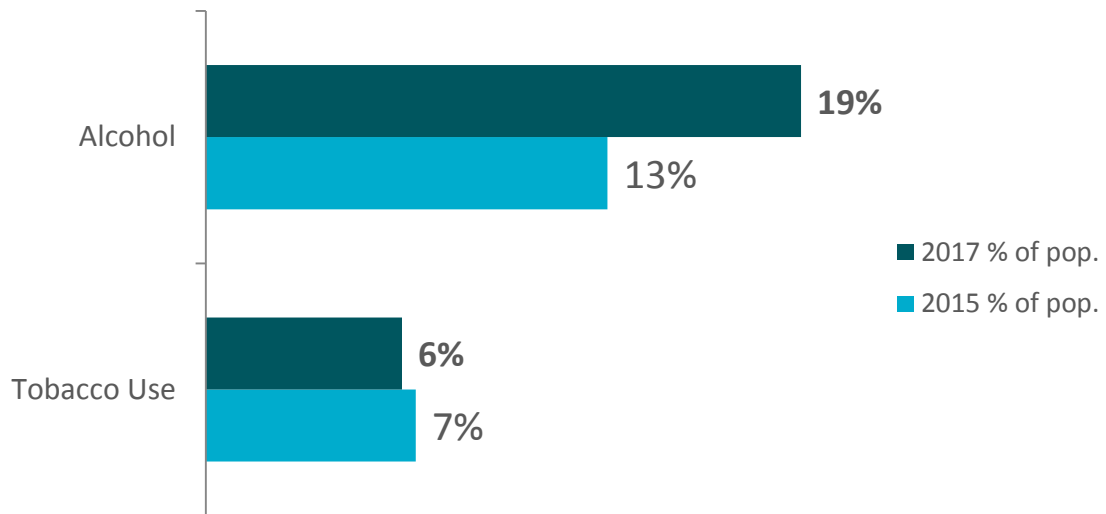
I have observed someone in the workplace being picked on (e.g., teased, unwelcomed comments).



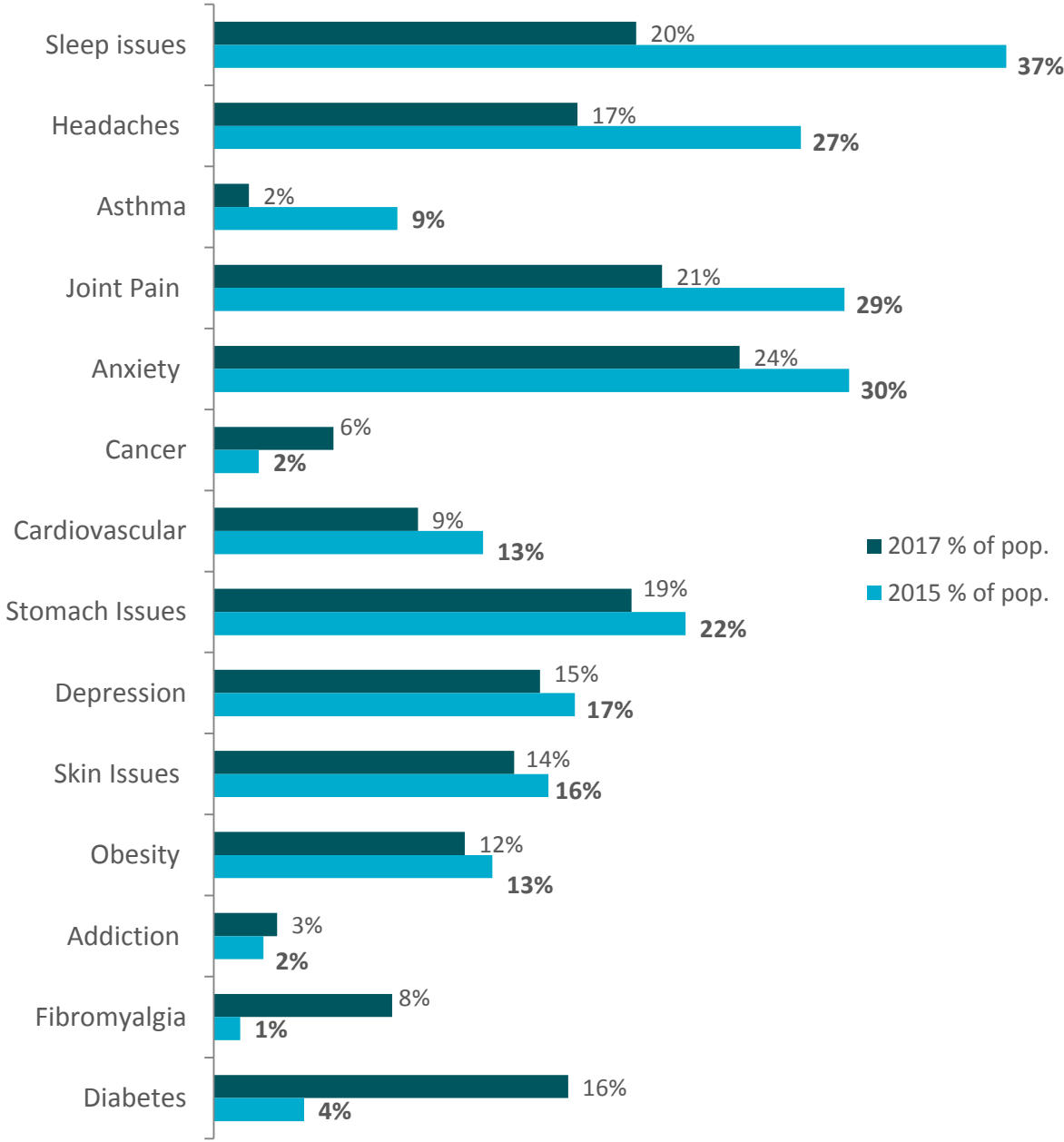
Safety



Risk Behaviours



Health Conditions



Appendix I: Predictive Analytics Data

***Note:** When reviewing the following data, the importance is determined based on how much a particular factor contributes to the strength of the overall R^2 . Factors with a higher level of importance have a larger impact on determining the overall strength of the R^2 relative to the other factors.

Health Drivers

Employee Drivers ($R^2 = 84\%$)

Medical
Work-Life Blending
Burnout
Physical Activity
General Mental Health

Employer Drivers ($R^2 = 56\%$)

Work Demand
Culture
Reward and Recognition
Senior Leadership
Administration and Process

- **Physical Activity** is the biggest driver of Medical, and **Depression** is the second biggest.
- **Administration and Process** is the biggest driver of Work Demand, and **Manager Effectiveness** is the second.

Engagement Drivers

Employee Drivers ($R^2 = 34\%$)

Work-Life Blending
Burnout
General Mental Health
Depression
Anxiety

Employer Drivers ($R^2 = 70\%$)

Reward and Recognition
Growth
Culture
Work Demand
Senior Leadership

- **Burnout** is the biggest driver of Work-Life Blending, and **General Mental Health** is the second biggest.
- **Growth** is the biggest driver of Reward and Recognition, and **Manager Effectiveness** is the second.
- **Work Demand** is the biggest driver of Burnout

Productivity Drivers

Employee Drivers (R ² = 33%)	Employer Drivers (R ² = 9%)
General Mental Health	Culture
Depression	Work Demand
Burnout	Administration and Process
Medical	Manager Effectiveness
Anxiety	Reward and Recognition

- **General Mental Health** is the biggest driver of Depression, and **Coping Skills** is the second biggest.
- **Manager Effectiveness** is the biggest driver of Culture, and **Senior Leadership Effectiveness** is the second.

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