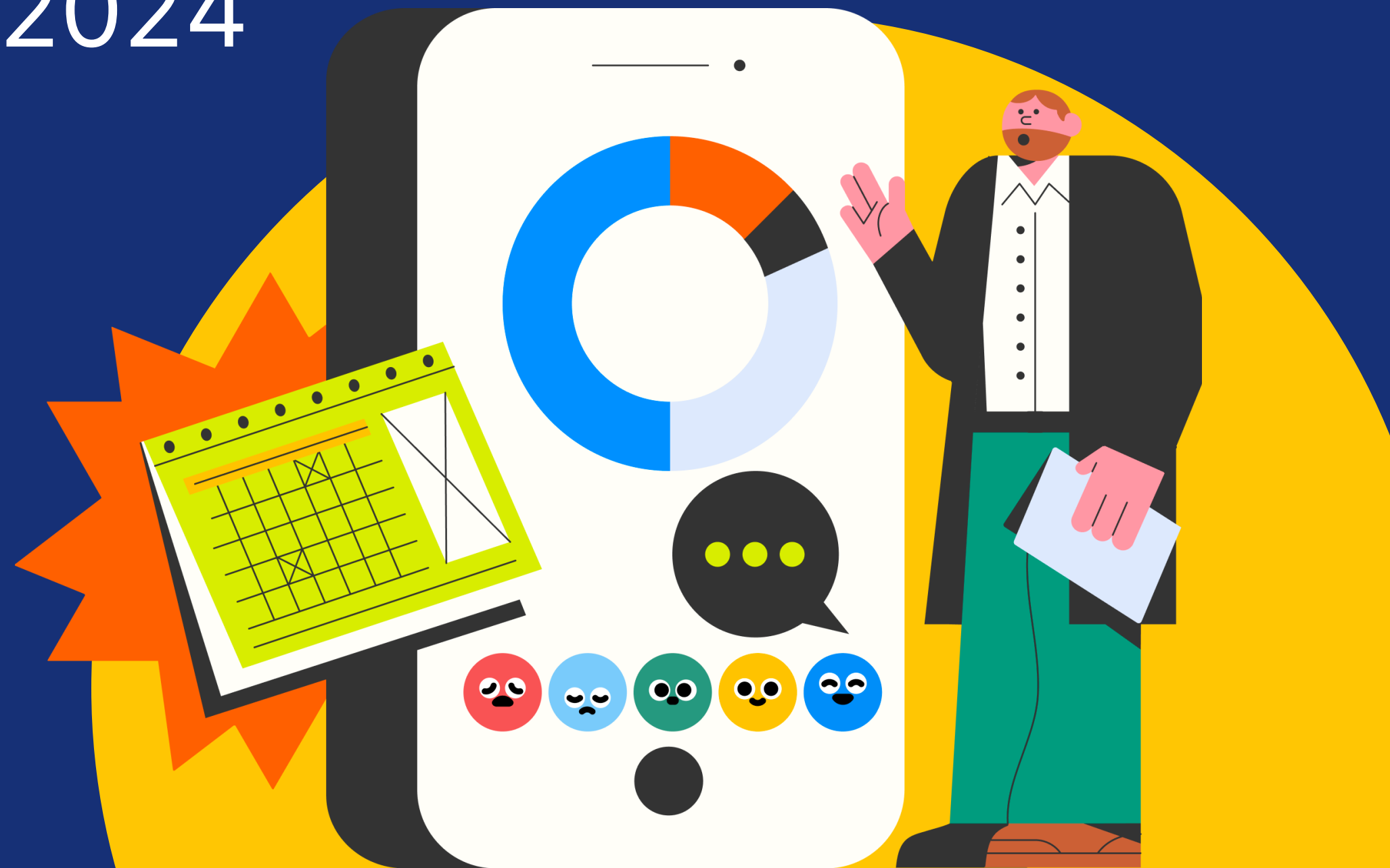


Workplace Wellbeing in 10 APAC Industries:

Intellect Dimensions

Benchmarking Report 2024



intellect

Table of Contents

Background	3	Implications for employers	52
Objectives	4	1. Know where your organisation stands in terms of Workplace Wellbeing	53
Methodology	5	2. Elevate your Organisational Health Score	55
Overall insights	10	3. Increase your Employee Productivity Score	58
Industry insights	19	The way forward	60
Industry spotlight	30	Appendix	62
1. E-commerce & Online Services	32		
2. Education	34		
3. Finance & Insurance	36		
4. Government & Non-profit	38		
5. Healthcare & Pharmaceuticals	40		
6. Luxury, Retail & FMCG	42		
7. Manufacturing	44		
8. Professional Services	46		
9. Real Estate & Hospitality	48		
10. Technology & Telecommunications	50		

1

Background



Objectives

The last five years were a disruptive time. Healthcare workers faced immense pressure, school teachers went online almost overnight, and those in tech had to innovate like never before to support the new norm.

You would imagine burnout to be rampant in these industries, but the Intellect Dimensions Benchmarking Study tells a different story. For starters, the Healthcare & Pharmaceuticals and Education sectors are among the top three performers in **Organisational Health**. The Technology & Telecommunication industry topped the charts for both **Employee Productivity** and Work-life Balance, disproving the myth that they are mutually exclusive.

You might be wondering: If no two industries are the same, can we compare their levels of workplace wellbeing with one another? For this reason, Intellect's researchers have dissected Workplace Wellbeing into two key pillars: **Organisational Health** and **Employee Productivity**.

To make your workplace more sustainable in terms of both wellbeing and output, our researchers' insights have been consolidated in this first-of-its-kind report.

The Intellect Benchmarking Study empowers employers to compare their performance against peers in the same field. Crucially, it challenges the notion that while burnout might seem inherent to certain jobs, it doesn't have to be the norm. Based on our researchers' findings, Intellect's organisational psychologists have also made recommendations to transform Workplace Wellbeing in each of the ten industries.



Objectives

We began this study with three objectives in mind:



1. Establish regional and industry-wide Workplace Wellbeing benchmarks. This allows organisations to identify strengths and areas for improvement specific to their fields.



2. Offer employers strategic insights and data-driven recommendations. An evidence-based approach means decisions are made with greater conviction.



3. Empower HR professionals to build a business case for workforce mental health. Justifying the costs involved is key in translating awareness into action.

Methodology

To achieve these objectives, we gathered data from approximately 50,000 users (including 4,400 B2B users) across ten industries. Apart from their fields of work, we also accounted for their locations, genders, and age groups. The averages for all ten industries were aggregated from their employees' scores on Intellect Dimensions, our proprietary and clinically-validated screening tool for wellbeing. (See Appendix 1 and 2 for industry categorisation and regional distribution of users)

Intellect Dimensions measures two things:

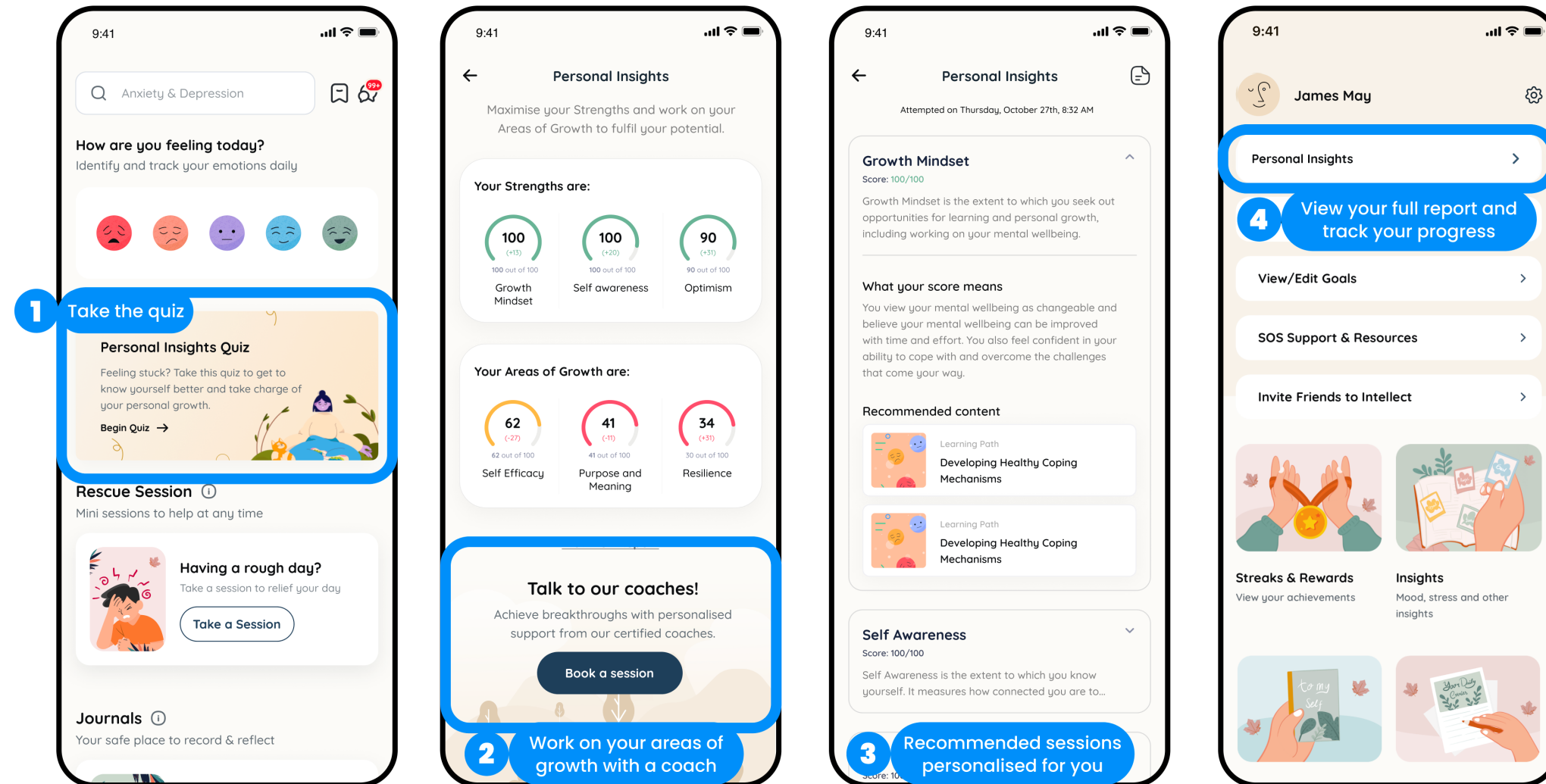
- 1. Workplace Wellbeing on both an individual and organisational level, reflecting the inextricable relationship between personal wellbeing and professional outcomes.**
- 2. The impact of Workplace Wellbeing programmes and the Return on Investment (ROI) (salary information required).**

Methodology

Here's what a user sees on our platform:

How do employees undertake the Intellect Dimensions survey?

Fun fact: More than 30,000 quizzes were completed within six months of its launch.



Intellect Dimensions shows up as Personal Insights on our app and web platform, and looks into 13 personal factors (Appendix 3.1) that influence the Organisational Health and Employee Productivity scores.

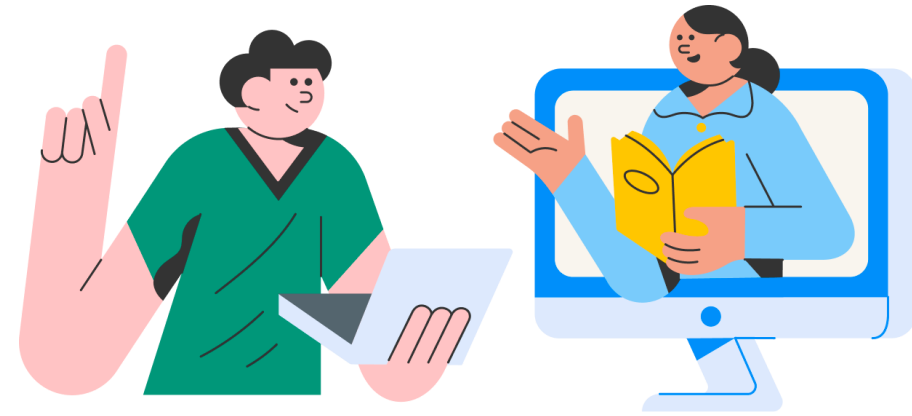
1. Organisational Health

Organisational Health comprises three organisational dimensions that reflect the employee experience. They are *Work Engagement*, *Employee Wellbeing*, and *Organisational Support*. (See Appendix 3.2 for definitions) These three scores are aggregated to form the overall **Organisational Health** score.

Organisational Health score	Risk Profile
0-56	High
57-64	Medium
65-73	Low
74+	Minimal



Methodology



2. Employee Productivity

Employee Productivity is measured in terms of *Absenteeism* and *Presenteeism* – which occurs when employees are physically present at work but disengaged – attributable to physical and mental health factors. (See Appendix 3.3 for definitions)

The costs of *Absenteeism* and *Presenteeism* account for both personal and organisational factors. They are aggregated to form the overall **Employee Productivity** score.

Employee Productivity score	Risk Profile
0-71	High
72-78	Medium
79-84	Low
85+	Minimal

Workplace Wellbeing

Organisational Health
influenced by

Employee Productivity
influenced by

Employee Wellbeing
Overall mental and emotional wellbeing of employees

Work Engagement
Level of commitment and involvement of employees

Organisational Support
Extent to which employees perceive assistance as adequate

Absenteeism
No. of days missed in a month due to physical/mental health issues

Presenteeism
% loss in productivity due to physical/mental health issues despite being physically present

influenced by

13 Personal Factors

- Growth Mindset
- Self Awareness
- Self Efficacy
- Goal Orientation
- Purpose and Meaning
- Optimism
- Resilience
- Emotion Regulation
- Stress Management
- Relationship Building
- Encouraging Participation
- Work-life Balance
- Mental Wellbeing

2

Overall insights

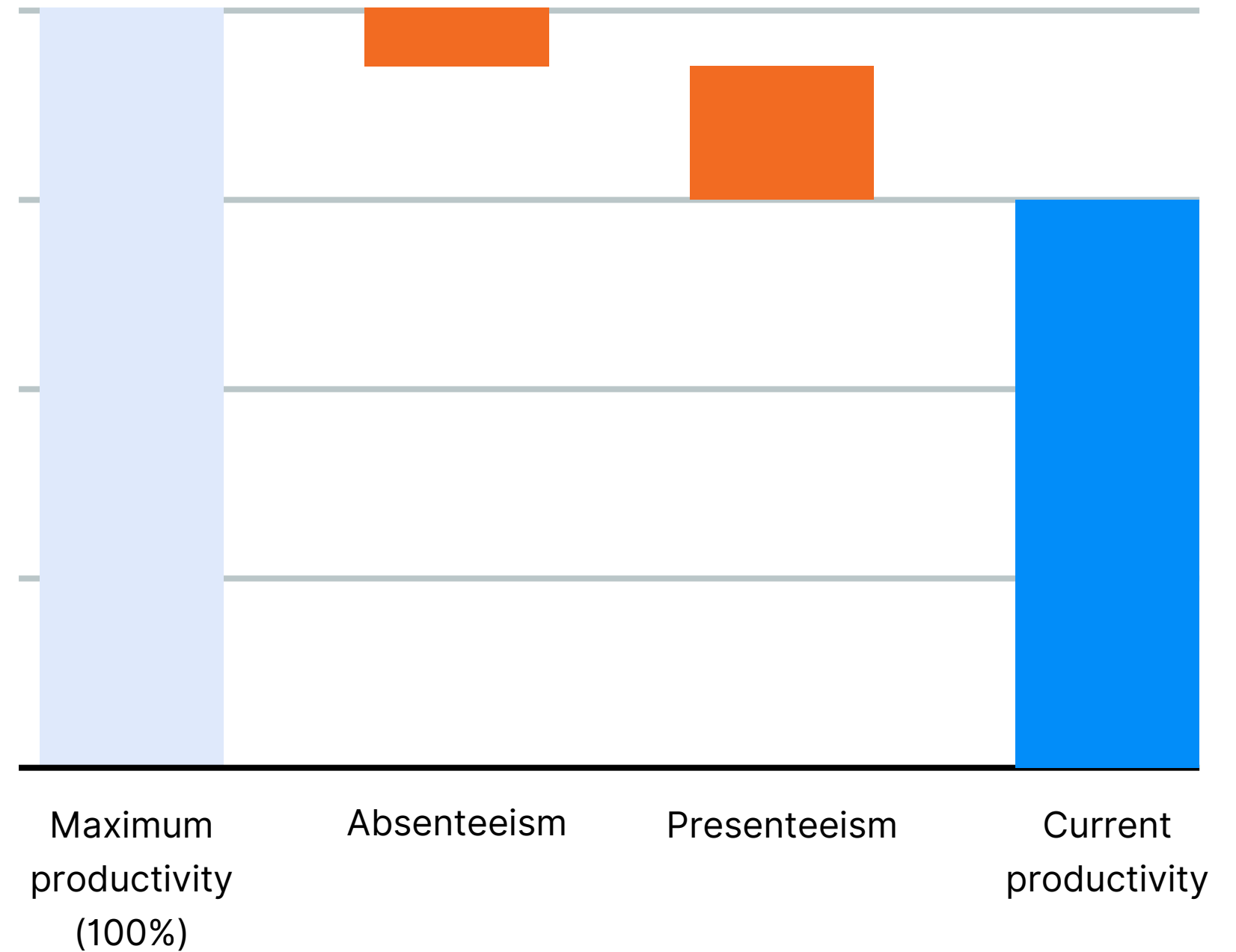


Overall insights

1. Improving presenteeism is key to enhancing workplace performance

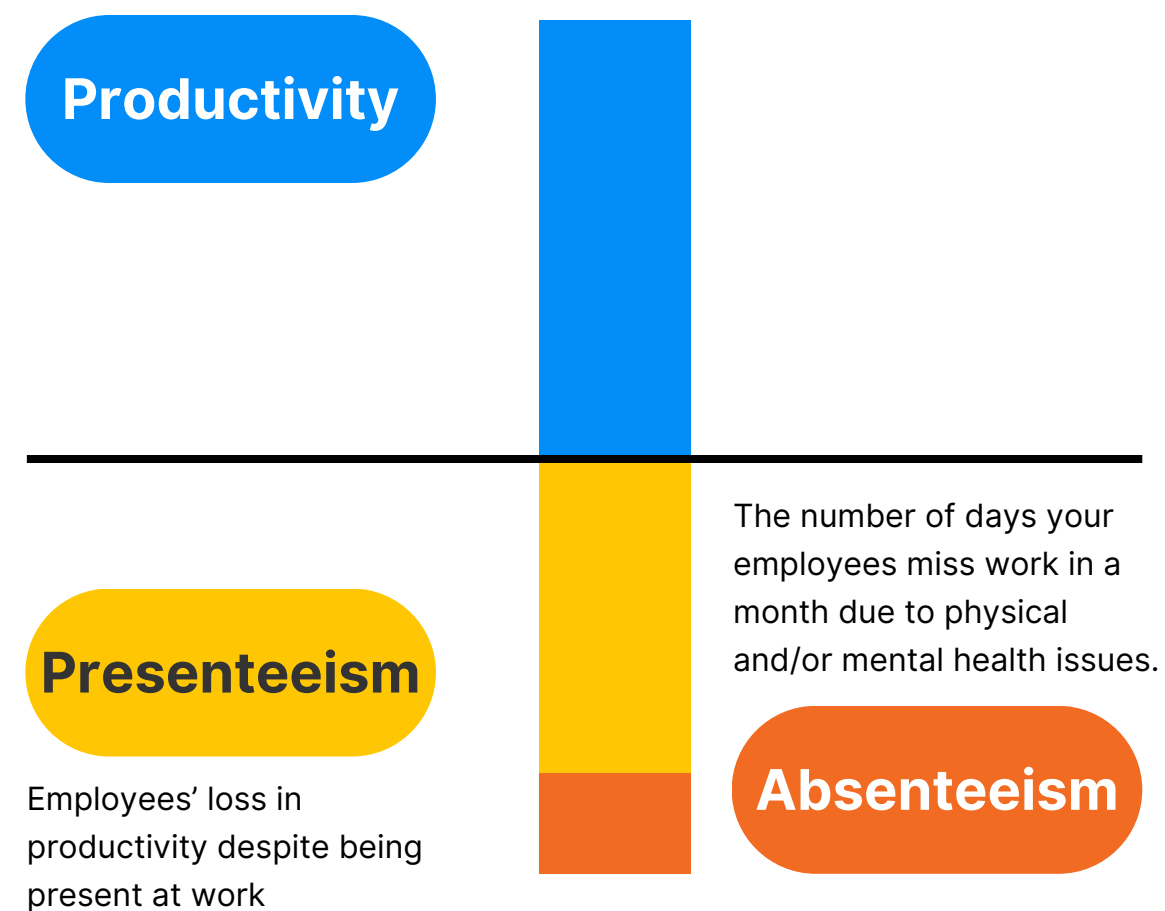
Presenteeism occurs when your employee is present but not productive at work. Maybe they are anxious about an upcoming performance appraisal, or maybe their personal lives aren't going too well.

It's also a bit of a silent killer. The average *Absenteeism* and *Presenteeism* scores are 9.8% and 38.2% respectively, suggesting that *Presenteeism* occurs almost four times as frequently as *Absenteeism*. What's even more concerning is that the average costs of *Absenteeism* and *Presenteeism* are USD\$142 and USD\$463 per employee per month respectively. This means *Presenteeism* isn't only more prevalent; it's also costing your organisation about thrice as much.



Overall insights

How Absenteeism and Presenteeism affects an organisation's Employee Productivity score:



This diagram illustrates the subtractive effects of *Absenteeism* and *Presenteeism* on maximum productivity, resulting in the final **Employee Productivity Score**.

This aligns with the findings of a 2023 study by the Duke-NUS (National University of Singapore) Medical School and the Institute of Mental Health (IMH), which estimates the annual total value of lost productivity attributable to anxiety and depression in Singapore to be S\$15.7 billion. Crucially, *Presenteeism* accounted for 81.6% of this amount.

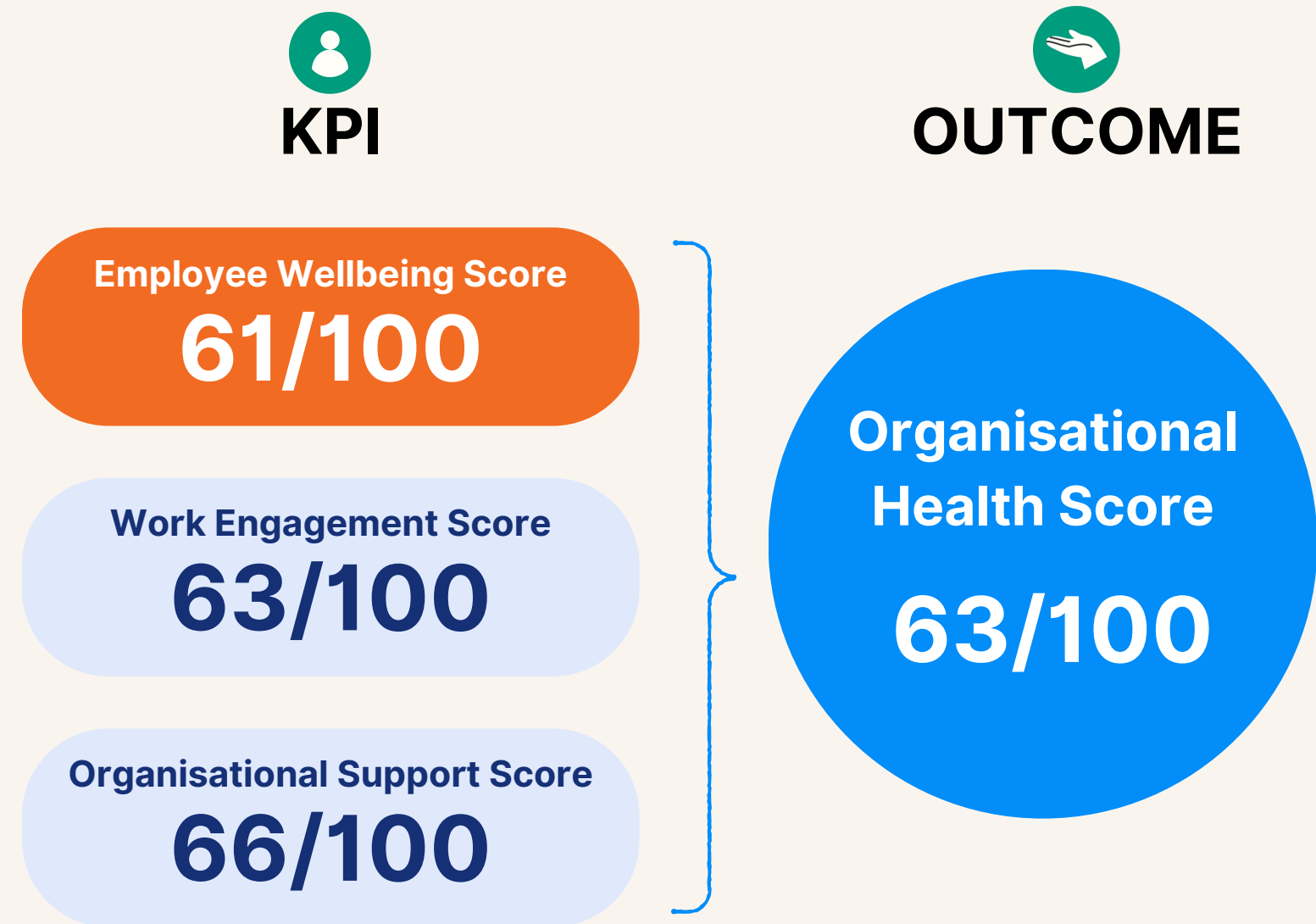
But there's a silver lining. While *Absenteeism* bears no significant correlation with specific personal factors, *Presenteeism* does. In this report, we explore how organisations may improve personal factors such as Optimism to reduce *Presenteeism* and increase **Employee Productivity**.

Overall insights

2. Organisational Support doesn't always translate to Employee Wellbeing

While *Organisational Support* and *Employee Wellbeing* are undoubtedly correlated, our study revealed deviances between a relatively high *Organisational Support* score and a lower *Emotional Wellbeing* score.

What gives?



[Quartiles for each score:

Employee Wellbeing 0-48, 49-64, 65-77, 78+ (top 5% is 92+)

Work Engagement 0-52, 53-64, 65-76, 77+ (top 5% is 88+)

Organisational Support 0-60, 61-68, 69-76, 77+ (top 5% is 84+)

Organisational Health 0-56, 57-64, 65-73, 74+ (top 5% is 83+) [1]

Overall insights

2. Organisational Support doesn't always translate to Employee Wellbeing

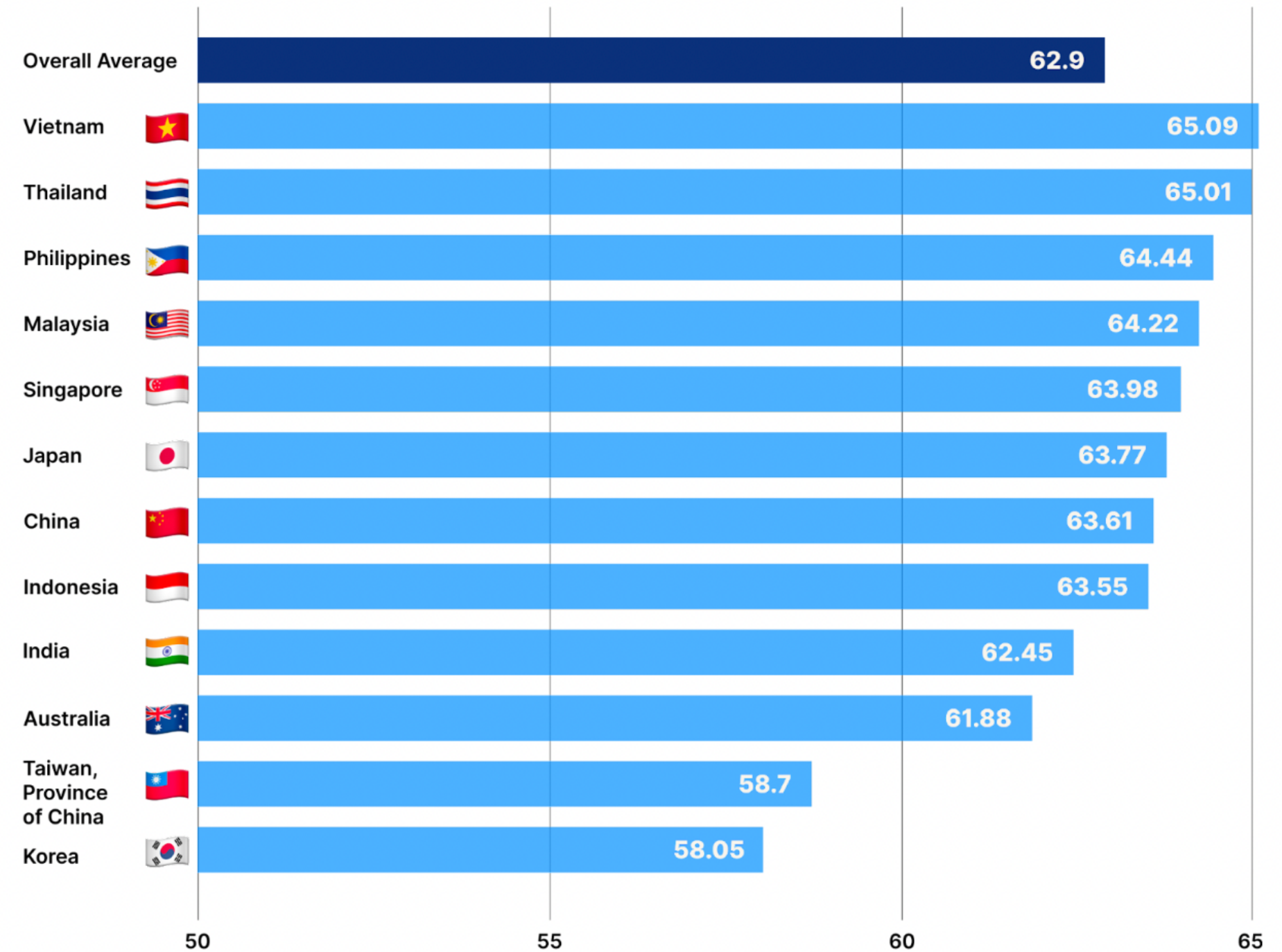
Even though employees are aware of the assistance available to them (reflected in the relatively high *Organisational Support Score*), they appear to remain ill-equipped in maintaining and enhancing their wellbeing. In some cases, this disconnect manifests as low utilisation rates of an Employee Assistance Program (EAP), possibly leaving HR professionals puzzled.

Awareness is an important first step, but it does not end there. The big question is: How can your organisation leverage existing support systems to address the unmet needs of your workforce?

Overall insights

3. Workplace wellbeing is on an upward trajectory in APAC

Let's be honest – Asian work cultures don't have the best reputation for championing Workplace Wellbeing. This makes it all the more commendable that the **Organisational Health** scores across APAC are above average, with smaller Southeast Asian markets faring better than larger, North and South Asian markets. These findings indicate the growing importance of Workplace Wellbeing and potential for further development in specific countries.



Overall insights

3. Workplace wellbeing is on an upward trajectory in APAC

Based on our study, we also uncovered the strengths and areas for improvement of workforces across APAC on both an individual and organisational level. Given the collectivist nature of Asian work cultures, it is not surprising to see Relationship Building and Encouraging Participation among their top strengths. With that said, it appears that self-care has taken a backseat for employees in this part of the world, leading to low scores in Stress Management, Emotional Regulation, and Mental Wellbeing.

	Strengths	Areas for improvement
Individuals	Self Awareness Relationship Building Encouraging Participation	Stress Management Emotional Regulation Mental Wellbeing
Organisations	Organisational Support	Employee Wellbeing

Overall insights

4. The traits that high-performing workforces share

Which of the 13 personal factors have the greatest influence on **Organisational Health** (comprising *Work Engagement, Employee Wellbeing, and Organisational Support*) and **Employee Productivity**?

According to our study, high scores in both categories are positively correlated with specific personal factors.

Outcome	Personal factors
Work Engagement	Purpose and Meaning Optimism Encouraging participation
Employee Wellbeing	Optimism Resilience
Organisational Support	Relationship Building (Moderate influence)
Employee Productivity	Purpose and Meaning Optimism Encouraging Participation Resilience Relationship Building Mental Wellbeing

Overall insights

4. The traits that high-performing workforces share

Additionally, personal factors such as Self Efficacy, Goal Orientation, Purpose and Meaning, Optimism, Resilience, and Emotion Regulation also showed strong positive correlations with one another:

- Purpose and Meaning and Self Efficacy have the highest correlation.
- Purpose and Meaning and Resilience have the second highest correlation.
- Optimism significantly predicts *Work Engagement*.

These findings emphasise the importance of intrinsic motivation. When employees are driven by personal growth (Purpose and Meaning), they are able to recover from setbacks more easily (Resilience) and overcome challenging situations more confidently (Self Efficacy).

3

Industry insights



Industry insights

1. The top performers in Organisational Health

The three sectors with the highest **Organisational Health** scores are Healthcare & Pharmaceuticals, Government & Non-profit, and Education.

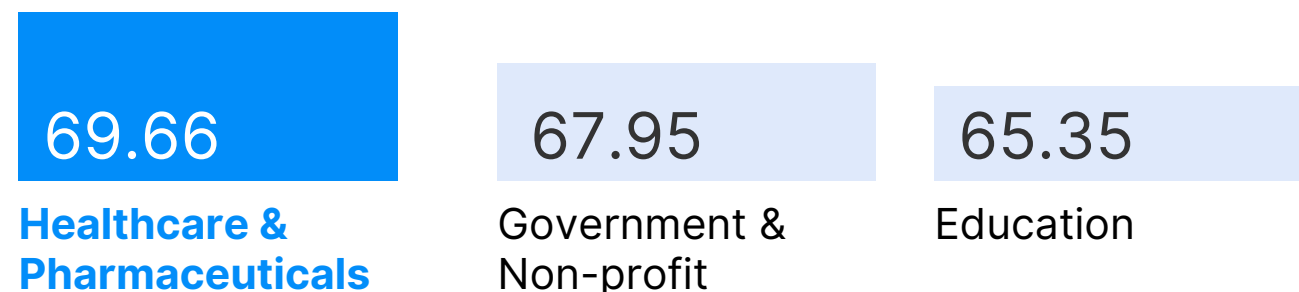
Organisational Health Score (%)



Industry insights

1. Top 3 in Employee Wellbeing

Average score: 61.81



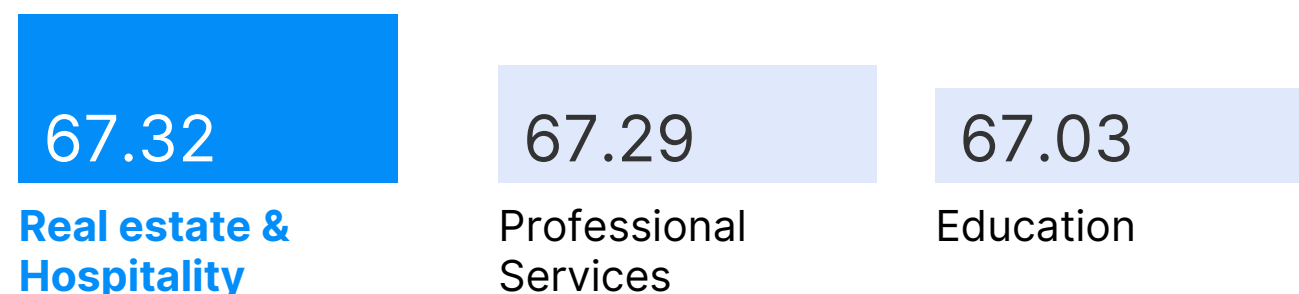
2. Top 3 in Employee Engagement

Average score: 63.47



3. Top 3 in Organisational Support

Average score: 66.28



(See Appendix 4 for each industry's scores across the three Organisational Health components)

These industries also topped the three components of **Organisational Health**. (See Appendix 4 for industry scores across these three components)

With that said, these rankings do not account for the unique factors that influence these scores in different industries. One company could have earned their high **Organisational Health** score by introducing flexible work arrangements; another might have gotten there with a strong team spirit.

Nevertheless, the results shine a light on the industries that are excelling at creating a positive work environment and those with room for improvement.

Industry insights

It may come as a surprise that the Healthcare & Pharmaceuticals sector and the Education industry are among the top three scorers for **Organisational Health**, given that the pandemic took a particular toll on them. There are two possible reasons for this dissonance.

Firstly, the media's narratives may have captured only a specific demographic – namely, doctors, nurses, and teachers – when addressing burnout. Intellect's study, on the other hand, takes a holistic view of these industries, accounting for myriad roles including operational and administrative ones.

Secondly, the pressure on these industries to support their workforces may have translated into a sharp rise in proactive mental healthcare and employee wellbeing initiatives. For starters, among the B2B users surveyed are employees of the National University of Singapore (NUS) and Singapore Institute of Management.

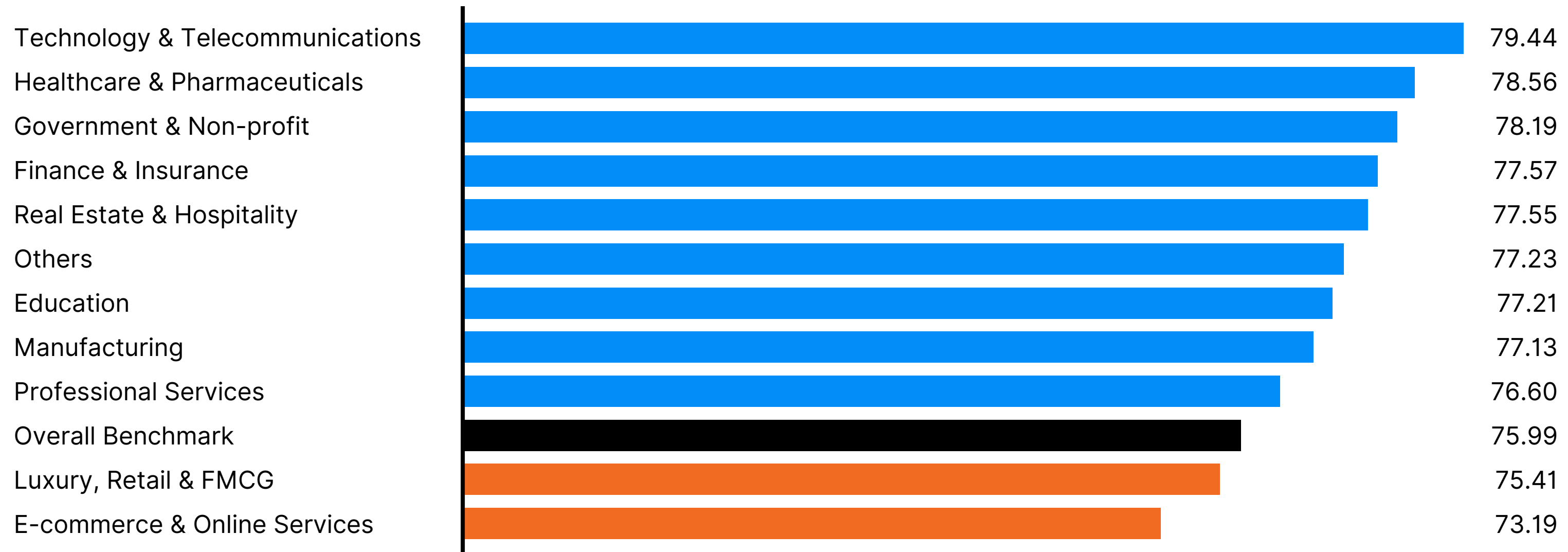


Industry insights

2. The top performers in Employee Productivity

The Technology & Telecommunications sector has the highest **Employee Productivity** score. Interestingly, it also has the highest Work-life Balance, proving that both outcomes are not mutually exclusive.

Employee Productivity scores (%)



Industry insights

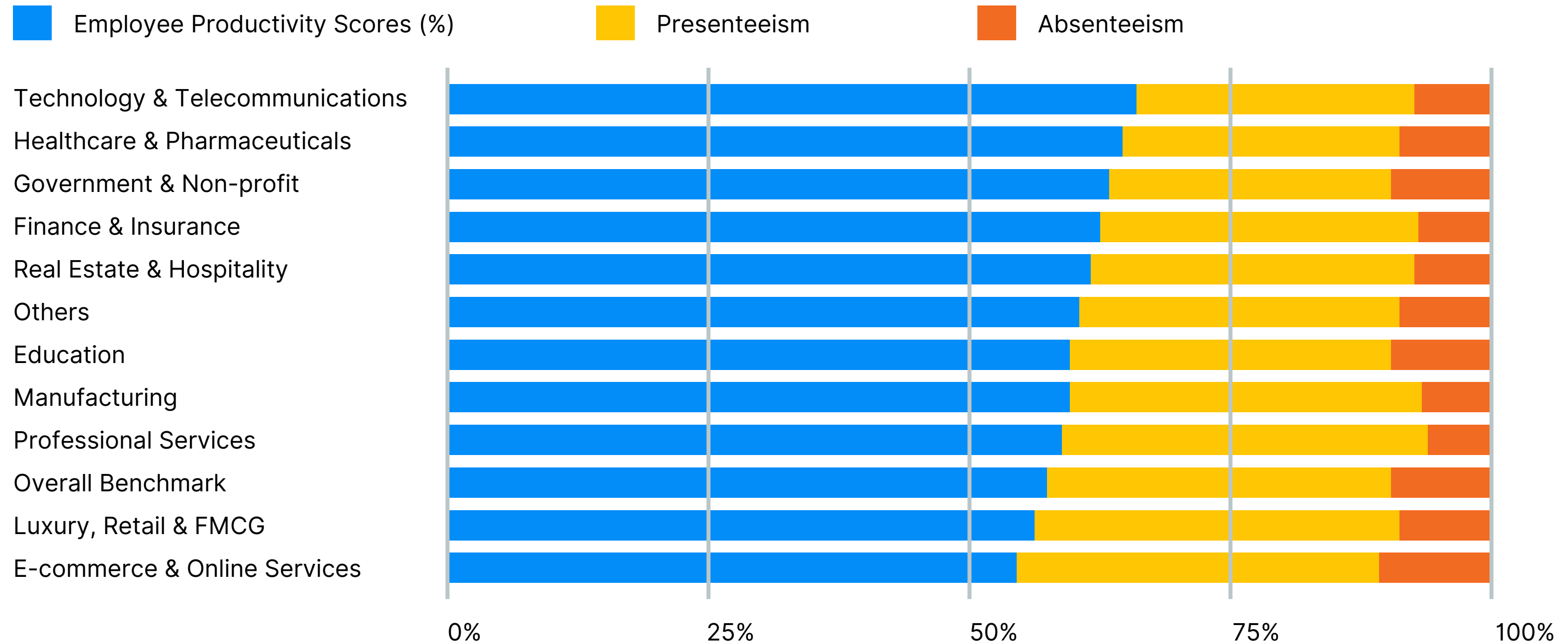
2. The top performers in Employee Productivity

Industry	Presenteeism	Absenteeism
Technology & Telecommunications	36.64	6.49
Healthcare & Pharmaceuticals	34.46	8.43
Government & Non-profit	34.73	8.89
Finance & Insurance	38.09	6.77
Real Estate & Hospitality	37.72	7.19
Others	36.24	9.31
Education	35.87	9.71
Manufacturing	37.89	7.86
Professional Services	39.14	7.67
Overall Benchmark	38.19	9.82
Luxury, Retail & FMCG	40.01	9.18
E-commerce & Online Services	42.15	11.47

Industry insights

2. The top scorers in Employee Productivity

Employee Productivity vs Presenteeism-Absenteeism Scores



Industry insights

Second and third are the Healthcare & Pharmaceuticals and Government & Non-profit sectors. It's no coincidence that the top performers in **Employee Productivity** also ranked first in several personal factors.

Industry	Ranked first in
Technology & Telecommunications	Relationship Building Work-life Balance
Healthcare & Pharmaceuticals	Optimism Mental Wellbeing
Government & Non-profit	Self Awareness Self Efficacy Goal Orientation Purpose and Meaning Resilience Emotion Regulation Encouraging Participation
Finance & Insurance	Stress Management

(See Appendix 5 for industry scores across the 13 personal factors)

Industry insights

3. Leading countries in Employee Productivity and Organisational Health

Across APAC and the world, Japan has the highest **Employee Productivity** score while Vietnam has the highest **Organisational Health** score.

Productivity Scores (%)



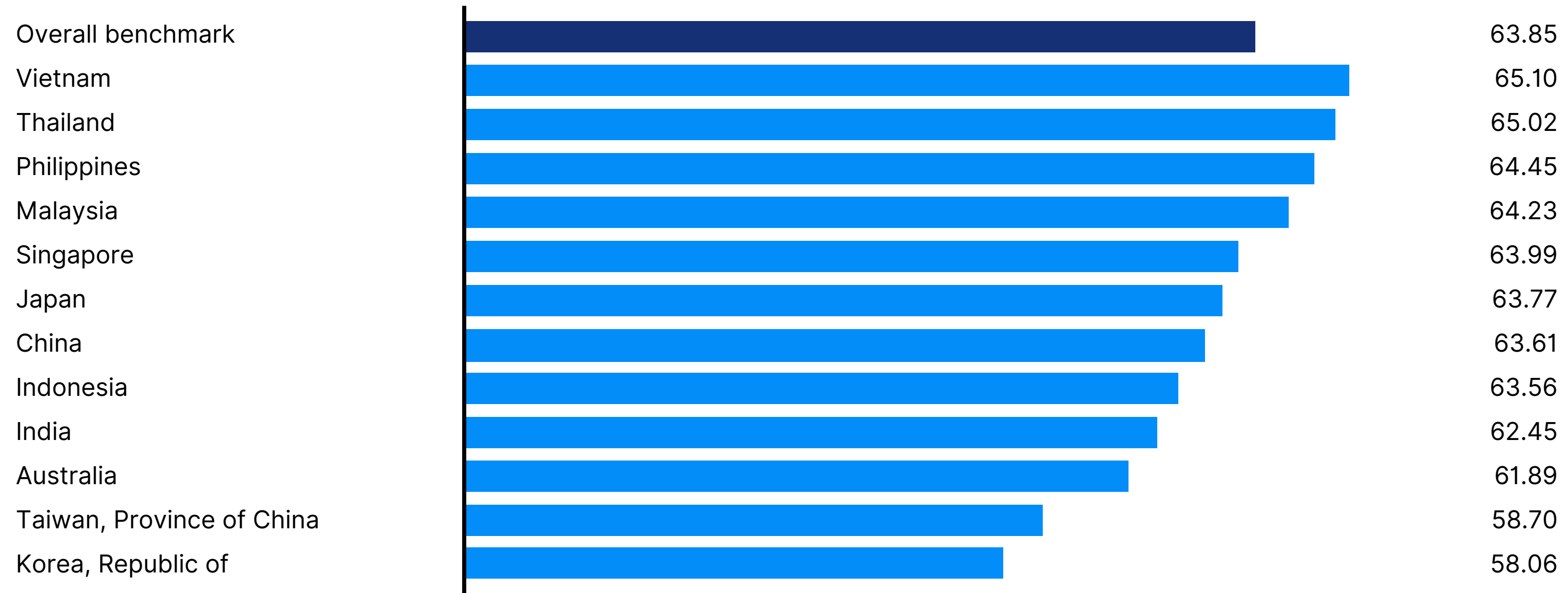
Industry insights



Country	Presenteeism scores	Absenteeism scores
Overall benchmark	38.19	9.82
Japan	36.52	8.50
Vietnam	37.30	8.04
Philippines	38.42	8.41
Indonesia	38.72	8.66
Malaysia	38.07	9.45
Singapore	37.92	9.93
Thailand	38.08	10.43
China	39.40	10.06
Australia	41.95	7.50
India	39.58	14.62
Korea, Republic of	45.32	10.56
Taiwan, Province of China	45.01	12.89

Industry insights

Organisational Health scores across the world (%)



4

Industry spotlight



Industry spotlight

Benchmarks across 10 industries

Overall benchmark for Organisational Health 63.85%

Overall benchmark for Employee Productivity 75.99%

Organisational Health Score	Risk Profile
0-56	High
57-64	Medium
65-73	Low
74+	Minimal

Employee Productivity Score	Risk Profile
0-71	High
72-78	Medium
79-84	Low
85+	Minimal

Is your industry at risk?

Industry spotlight

1. E-commerce & Online Services

E-commerce & Online Services		Employee Productivity	Organisational Health
	Country		
	Malaysia	74.42	60.61
	Philippines	74.74	61.44
	Singapore	73.70	61.08
	Gender		
	Female	72.95	60.10
	Male	73.70	61.09
	Age		
	18-24	71.69	58.30
25-34	73.53	61.00	

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Growth Mindset
Work-life Balance
Stress Management

Bottom 3 personal factors:

Optimism
Emotion Regulation
Mental Wellbeing

Organisational Health ranking:

10/10 (below benchmark)

Employee Productivity ranking:

10/10 (below benchmark)

Industry spotlight

Insights and recommendations:

Even though Stress Management across all ten industries is generally low, indicating room for improvement across the board, it emerges as a strength among employees in the E-commerce & Online Services sector.

Employees in this sector may be experiencing a constant pressure to be available, unpredictable demands, and isolation due to remote work. These factors could be compounded by feelings of anxiety linked to their performance metrics, leading to high *Presenteeism* and poor **Organisational Health** scores.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in the E-commerce & Online Services sector may consider:

- Promoting Work-life Balance and “unplugging” during time off (e.g. discouraging employees from responding to work-related messages while on leave)
- Building team connections virtually to increase Resilience
- Focusing on your employees’ individual strengths and growth opportunities



Industry spotlight

2. Education

Education		Employee Productivity	Organisational Health
	Country		
	Singapore*	77.03	65.48
	Gender		
	Female	77.80	66.09
	Male	77.01	65.85
	Age		
	25-34	76.00	63.84
	35-44	78.61	67.79
	45-54	76.75	66.40

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Self Awareness
Relationship Building
Purpose and Meaning

Bottom 3 personal factors:

Mental Wellbeing
Emotion Regulation
Stress Management

Organisational Health ranking:

3/10 (above benchmark)

Employee Productivity ranking:

6/10 (above benchmark)

Industry spotlight

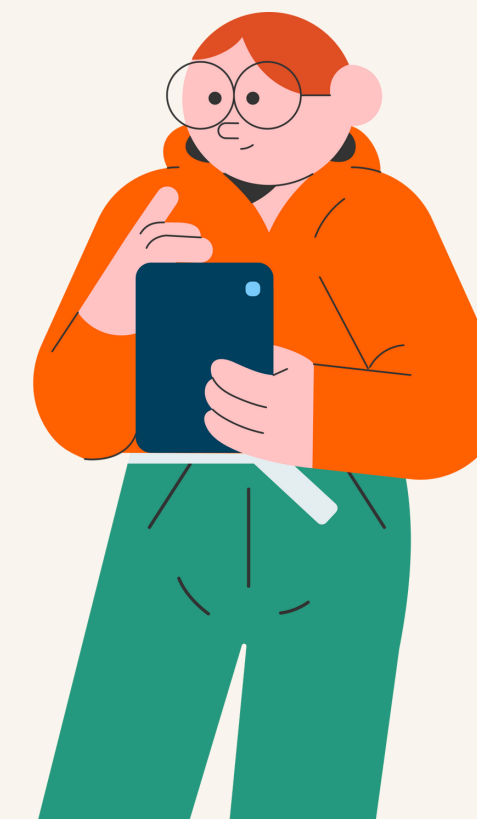
Insights and recommendations:

While *Absenteeism* stands out as a key area for improvement, employees in the Education sector are comparatively stronger in Work-life Balance, Relationship Building, and **Organisational Health** (notably *Employee Wellbeing*). This could be attributed to the collaboration required in educational settings, where close ties with colleagues and students are integral to achieving goals. This emphasis on interpersonal connections may have contributed to their relatively high levels of *Employee Wellbeing*.

Focus groups and anonymous pulse surveys can shed light on stressors unique to the Education sector, allowing organisations to go beyond their initial assumptions and allocate resources efficiently. For example, high *Absenteeism* could be attributed to hectic work schedules as well as student- and parent-related factors, impacting the workforce both physically and mentally.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in the Education industry may consider:

- Encouraging employees to prioritise self-care
- Introducing coping strategies for specific stressors (e.g. setting and maintaining boundaries)
- Making workplace adjustments to accommodate or reintegrate individuals with mental health challenges



Industry spotlight

3. Finance & Insurance

Finance and Insurance		Employee Productivity	Organisational Health
	Country		
	Indonesia	77.28	65.14
	Japan	80.50	64.28
	Singapore	77.24	64.00
	Gender		
	Female	77.48	63.81
	Male	77.72	63.90
	Age		
	18-24	78.87	63.50
25-34	76.91	62.27	
35-44	76.09	63.71	
45-54	79.45	69.05	

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Self Awareness
Relationship Building
Goal Orientation

Bottom 3 personal factors:

Growth Mindset
Work-Life Balance
Emotion Regulation

Organisational Health ranking:

7/10 (below benchmark)

Employee Productivity ranking:

4/10 (above benchmark)

Industry spotlight

Insights and recommendations:

The low levels of *Absenteeism* and high scores in Stress Management are commendable of employees in the Finance & Insurance sector. However, Work-life Balance and Resilience remain gaps to be plugged. The sector will also benefit from enhancing *Work Engagement*, with a particular focus on fostering a sense of Purpose & Meaning and Encouraging Participation in the workplace.

The Finance & Insurance sector not only contends with a high-pressure work environment and clients with high expectations; it is also vulnerable to economic fluctuations and their associated uncertainties. These challenges put a strain on *Employee Wellbeing* and impact employee performance and retention negatively.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in the Finance & Insurance sector may consider:

- A top-down approach to promoting Work-life Balance
- Introducing coping strategies for specific stressors (e.g. embracing uncertainty)
- Providing preventative mental health tools and resources to build Resilience.



Industry spotlight

4. Government & Non-profit

Government and Non-profit		Employee Productivity	Organisational Health
	Country		
	Singapore*	78.50	66.83

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Self Awareness
Purpose and Meaning
Relationship Building

Bottom 3 personal factors:

Work-life Balance
Emotion Regulation
Stress Management

Organisational Health ranking:

2/10 (above benchmark)

Employee Productivity ranking

3/10 (above benchmark)

Industry spotlight

Insights and recommendations:

The Government & Non-profit sector reported robust **Work Engagement** and low levels of *Presenteeism*. This could be driven by a profound sense of Purpose and Meaning in their roles, which directly impact the lives of others and are likely to be seen as fulfilling.

While employees in the Government and Non-profit industries tend to be passionate about their work, they have to navigate challenges such as resource constraints. The latter can lead to high workloads, causing retention to suffer in the long term.

The first order of business is understanding why your workforce may perceive *Organisational Support* as inadequate. Struggles faced by different teams may include a lack of supervisor support, low awareness of resources available, and/or legacy structures in need of an update.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in the Government & Non-profit sector may consider:

- Increasing awareness of the mental health and wellbeing support available
- Training managers to offer support and empower their teams
- Creating psychological safety so employees may speak up without fear of judgement (e.g. group coaching for managers)



Industry spotlight

5. Healthcare & Pharmaceuticals

Healthcare and Pharmaceutical		Employee Productivity	Organisational Health
	Country		
	Singapore*	69.87	65.97
	Gender		
	Female	77.14	63.12
	Male	81.16	68.81
	Age		
	25-34	77.06	65.81
	35-44	79.12	67.35
	45-54	80.39	68.16

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Self Awareness
Purpose and Meaning
Relationship Building

Bottom 3 personal factors:

Work Life Balance
Emotion Regulation
Stress Management

Organisational Health ranking:

1/10 (above benchmark)

Employee Productivity ranking:

2/10 (above benchmark)

Industry spotlight

Insights and recommendations:

The Healthcare & Pharmaceutical sector are cornerstones of society, demanding immense dedication and emotional resilience from their employees. Even though it's typically associated with high levels of stress and burnout, employees reported a positive **Organisational Health Score** and a strong sense of Purpose and Meaning. The latter suggests that employees are intrinsically motivated, translating to high levels of **Work Engagement** and **Employee Productivity** (notably low levels of Presenteeism).

With that said, Work-life Balance, Self Awareness, Stress Management, and *Organisational Support* remain areas of improvement. Amid shift work and long hours, employees may be grappling with ethical pressures and the exposure to patient suffering. Left unaddressed, these can lead to burnout and impact the quality of care provided.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in the Healthcare & Pharmaceuticals sector may consider:

- Increasing awareness of the mental health and wellbeing support available
- Promoting strong peer support networks to build organisational resilience (e.g. Mental Health First Aid™)
- Offering flexible work schedules and sufficient downtime to prevent fatigue



Industry spotlight

6. Luxury, Retail & FMCG

Luxury, Retail & FMCG		Employee Productivity	Organisational Health
	Country		
	Vietnam	75.46	61.81
	Singapore	77.69	64.96
	Gender		
	Female	75.45	62.57
	Male	74.91	63.64
	Age		
	25-34	73.60	60.74
	35-44	76.30	62.48

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Self Awareness
Relationship Building
Goal Orientation

Bottom 3 personal factors:

Work-life Balance
Stress Management
Mental Wellbeing

Organisational Health ranking:

9/10 (below benchmark)

Employee Productivity ranking:

9/10 (below benchmark)

Industry spotlight

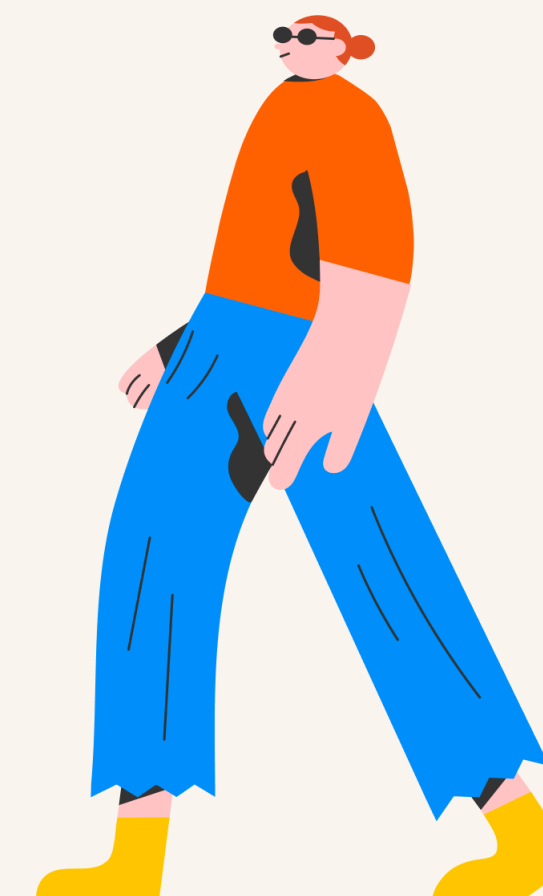
Insights and recommendations:

Emotion Regulation and Goal Orientation emerge as positive qualities among employees in the Luxury, Retail & FMCG sector. These competencies could be a result of their people-centric and dynamic roles, which come with challenges like meeting sales targets and maintaining customer satisfaction levels.

The Luxury, Retail & FMCG industries are particularly dynamic and offer employees variety. However, challenges such as demanding customers, unpredictable work schedules, limited career development, and high presenteeism could explain their poor Work-life Balance, *Employee Wellbeing*, and **Organisational Health** score.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in the Luxury, Retail & FMCG sector may consider:

- Encouraging employees to prioritise self-care
- Introducing coping strategies for specific stressors (e.g. emotional labour and burnout)
- Recognising employees and acknowledging their contributions



Industry spotlight

7. Manufacturing

Manufacturing		Employee Productivity	Organisational Health
	Country		
	Malaysia	77.99	65.22
	Singapore	75.99	63.23
	Gender		
	Female	76.75	63.80
	Male	78.03	65.69
	Age		
	25-34	76.10	62.26
	35-44	77.51	65.79
45-54	78.38	66.30	

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Self Awareness
Relationship Building
Encouraging Participation

Bottom 3 personal factors

Work-life Balance
Emotional Regulation
Stress Management

Organisational Health ranking:

6/10 (above benchmark)

Employee Productivity ranking:

7/10 (above benchmark)

Industry spotlight

Insights and recommendations:

Employees in Manufacturing exhibit low levels of *Absenteeism* – potentially influenced by their structured schedules and sense of duty towards production processes. Owing to the collaborative nature of their work, they are also adept in Relationship Building and Encouraging Participation.

The Manufacturing industry is a vital pillar of our economy that demands rigour from its employees. However, the physical demands of work, lack of autonomy, and repetitiveness of tasks can take a toll. These factors contribute to low scores in Stress Management, Work-life Balance, and Growth Mindset.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in Manufacturing may consider:

- Offering job rotation and skill development opportunities
- Encouraging company leaders to be role models of Work-life Balance. (e.g. executive coaching)
- Extending mental wellbeing support proactively and ensuring the accessibility of mental healthcare



8. Professional Services

Professional Services		Employee Productivity	Organisational Health
	Country		
	Australia	75.55	62.35
	India	80.42	66.87
	Japan	77.95	63.18
	Malaysia	76.79	63.84
	Philippines	78.29	67.32
	Singapore	75.50	62.88
	Thailand	76.36	63.63

Professional Services		Employee Productivity	Organisational Health
	Gender		
	Female	76.55	63.32
	Male	76.50	63.96
	Age		
	18-24	77.55	63.52
	25-34	76.14	63.11
	35-44	76.68	63.99

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

- Self Awareness
- Relationship Building
- Encouraging Participation

Bottom 3 personal factors:

- Mental Wellbeing
- Stress Management
- Emotion Regulation

Organisational Health ranking:

5/10 (above benchmark)

Employee Productivity ranking:

8/10 (above benchmark)

Industry spotlight

Insights and recommendations:

Employees in Professional Services exhibit Self-Awareness as their jobs require a keen understanding of their own capabilities and the complexities of their work environments. They also perceived *Organisational Support* to be substantial, possibly because employers in the sector have been quick to recognise the importance of Workplace Wellbeing.

The Professional Services industry thrives on individual expertise and is driven by client satisfaction. Challenges such as high workloads, demanding clients, and long hours are no stranger to employees, manifesting as high *Presenteeism* and low scores in Self Efficacy, Emotion Regulation, and Mental Wellbeing. Left unchecked, **Employee Productivity** and **Organisational Health** may be at stake.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in Professional Services may consider:

- Offering flexible work schedules for employees to manage their commitments effectively
- Providing regular feedback and recognising employees
- Extending mental health support proactively



Industry spotlight

9. Real Estate & Hospitality

		Employee Productivity	Organisational Health
Real Estate and Hospitality	Gender*		
	Female	77.32	65.41
	Male	78.40	66.59

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Self Awareness
Encouraging Participation
Relationship Building

Bottom 3 personal factors:

Work-life Balance
Stress Management
Emotion Regulation

Organisational Health ranking:

8/10 (below benchmark)

Employee Productivity ranking:

5/10 (above benchmark)

Industry spotlight

Insights and recommendations:

Employees in the Real Estate & Hospitality sector find *Organisational Support* to be adequate. They also reported commendable levels of Self Awareness and Resilience, as well as a high score in Encouraging Participation - positive traits that may be attributed to the people-centric nature of their jobs.

On the flipside, their dedication to service may have led to low scores in Work-life Balance, Emotion Regulation, and Goal Orientation, as well as difficulties in Relationship Building. At the end of the day, these factors can impact *Employee Wellbeing* and consequently **Organisational Health**, putting customer satisfaction at risk.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in the Real Estate & Hospitality sector may consider:

- Implementing predictable work schedules and shift rotation
- Training employees in specific areas (e.g. emotional intelligence, conflict resolution)
- Providing career development opportunities and mental health support



Industry spotlight

10. Technology & Telecommunications

Technology and Telecommunications		Employee Productivity	Organisational Health
	Country		
	Malaysia	76.41	61.45
	Singapore	80.35	67.08
	Gender		
	Female	78.81	65.19
	Male	80.16	66.95
	Age		
	25-34	77.68	63.38
	35-44	81.85	68.11
45-54	78.64	67.76	

*Only reporting demographic groups with sufficient sample size (>30) for better representation

Summary

Top 3 personal factors:

Self Awareness
 Relationship Building
 Encouraging Participation

Bottom 3 personal factors:

Mental Wellbeing
 Emotion Regulation
 Stress Management

Organisational Health ranking:

4/10 (above benchmark)

Employee Productivity ranking:

1/10 (above benchmark)

Industry spotlight

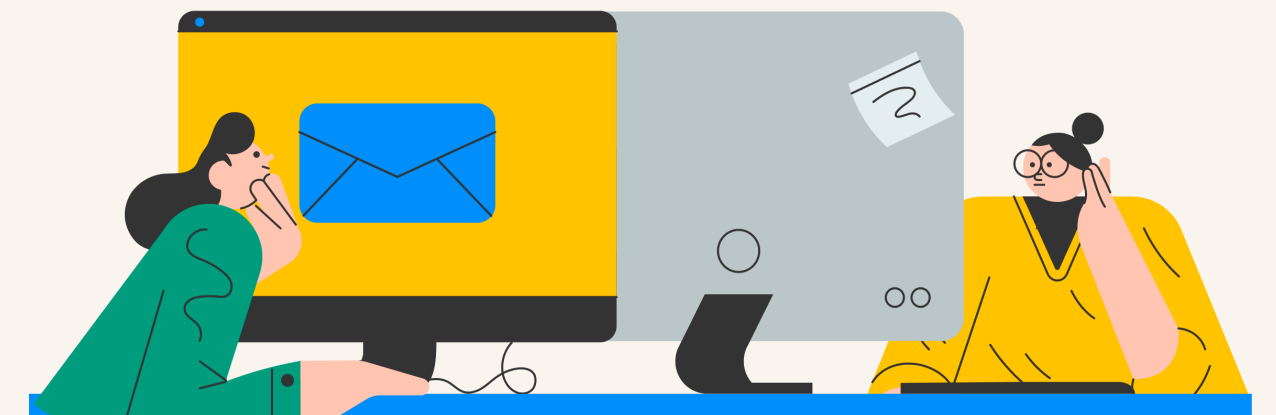
Insights and recommendations:

The Technology & Telecommunications sector was found to be the most productive, with low rates of *Absenteeism* and *Presenteeism*. Additionally, employees reported a strong sense of Purpose and Meaning and competencies in Relationship Building and Encouraging Participation. These qualities positively influence workplace cultures, bolstering job satisfaction and **Employee Productivity**.

While the Technology & Telecommunications sector is fueled by exciting innovations, change goes hand in hand with uncertainty. As employees are required to be adaptable, their low scores in Stress Management may be concerning.

On top of tailoring interventions based on the results of focus groups and anonymous pulse surveys, employers in the Technology & Telecommunications sector may consider:

- Promoting Work-life Balance by discouraging an “always-on” work culture
- Introducing coping strategies for specific stressors (e.g. embracing change)
- Strengthening peer support to build team resilience especially during crunch time



5

Implications for employers



Implications for employers

1. Know where your organisation stands in terms of Workplace Wellbeing

Intellect's benchmarking tool allows you to compare your workforce's **Employee Productivity** score and **Organisational Health** score with industry standards in Singapore and the region.

When scores are below average

Since it also offers an overview of your workforce's strengths and areas for improvement, organisations with scores below average are able to leverage the former and address the latter.

For example, a concerned employer in the E-commerce and Online Services industry may see their high score in Stress Management as a protective factor, equipping employees with time management, task prioritisation, and goal-setting strategies to balance *Employee Wellbeing* and **Employee Productivity** during crunch time.



Implications for employers

1. Know where your organisation stands in terms of Workplace Wellbeing

When scores are above average

Organisations with scores above average also stand to gain from this knowledge. Prevention is better than cure, and the granularity of Intellect's benchmarking tool enables employers to be preemptive, not reactive.

Take the Healthcare & Pharmaceuticals sector and their notable results. Possibly due to a strong sense of Purpose and Meaning, *Work Engagement* and *Employee Productivity* are high. Still, an employer with foresight may notice that their Work-life Balance scores are average and take proactive measures to keep burnout at bay.

What can be measured can be improved, and the beauty of Intellect's benchmarking tool is it allows employers to monitor progress over time. This paves the way for meaningful conversations about workplace mental health not only within your organisation, but the industry at large. At the end of the day, a rising tide lifts all boats.

Implications for employers

2. Elevate your Organisational Health score

Improve Work Engagement

Disengagement often shows up as *Absenteeism* and *Presenteeism*. Now that the personal factors that contribute to *Work Engagement* have come to light, leaders and managers may consider taking targeted action.

Driver	Ways to improve
Purpose and Meaning	<ul style="list-style-type: none">• Connect individual goals to organisational goals• Provide opportunities for growth• Encourage self-exploration through coaching (See Appendix 6)
Optimism	<ul style="list-style-type: none">• Promote a culture of recognition and celebrate achievements• Practise gratitude with teams• Focus on strengths and problem-solving skills through coaching (See Appendix 6)
Encouraging Participation	<ul style="list-style-type: none">• Focus on team goals rather than individual goals• Increase opportunities for teamwork and collaboration• Recognise employees who go above and beyond to help others

Implications for employers

2. Elevate your Organisational Health score

Boost Employee Wellbeing

It is imperative for employees to take ownership of their own wellbeing, but how can you help? Their scores across the 13 personal factors offer some clues.

For instance, if your workforce lacks Goal Orientation, Intellect can get the ball rolling with webinars on goal-setting and positive habit formation. And if your workforce struggles with Encouraging Participation, they could benefit from a workshop on psychological safety or DEI coaching.



Implications for employers

2. Elevate your Organisational Health score

Strengthen Organisational Support

Addressing low utilisation rates is key as it ensures that your investment in Workplace Wellbeing is justified. After all, why pay for a product that your employees don't use or even know exists?



A top-down and bottom-up approach for driving Workplace Wellbeing



Implications for employers

3. Increase your Employee Productivity score

Presenteeism, or the act of working while unwell or under duress, is a significant challenge to **Employee Productivity** that can be addressed with a two-step approach.

Step 1: Address the root causes of *Presenteeism*

Step 1 focuses on going beyond the symptoms and treating the issue at its root. Based on our research, *Presenteeism* is attributed to:

Root cause	Recommendations
Mental health stigma (Choi et al., 2016)	Promote mental health awareness and normalise help-seeking behaviours.
Difficulty accessing mental healthcare (Knes et al., 2015)	Identify and close the gaps of your existing Employee Assistance Program (EAP).
Fear of career repercussions (American Psychological Association, 2017)	Prioritise psychological safety, work-life balance, and the importance of physical and mental health.

Implications for employers

3. Increase your Employee Productivity score

Step 2: Promote personal factors that drive productivity

Step 1 lays the groundwork for Step 2, which focuses on reducing *Presenteeism* and improving **Employee Productivity**. Based on our study, we have identified the personal factors that drive both outcomes.

How can organisations double down on them? Intellect’s organisational psychologists offer a non-exhaustive list of ideas.

Driver	Ways to improve
Purpose and Meaning	<ul style="list-style-type: none"> • Connect individual goals to organisational goals • Provide opportunities for growth • Encourage self-exploration through coaching
Optimism	<ul style="list-style-type: none"> • Promote a culture of recognition and celebrate achievements • Focus on solutions instead of problems • Practise gratitude with teams
Resilience	<ul style="list-style-type: none"> • Equip employees with tools and resources • Deploy recovery plans in times of need • Support employees bouncing back from challenges
Mental Wellbeing	<ul style="list-style-type: none"> • Impart skills for managing stress proactively • Promote healthy coping mechanisms • Improve work-life balance and encourage employees to take ownership of their wellbeing
Work Engagement	<ul style="list-style-type: none"> • Empower employees to work autonomously • Deliver constructive feedback on a regular basis • Stimulate employees with meaningful tasks

6

The way forward



The way forward

The Intellect Dimensions Benchmarking Report is not only the first of its kind; it's also the pilot of an annual series. This report serves as a foundation for longitudinal analyses, facilitating year-to-year assessments and tracking the trajectory of Workplace Wellbeing over an extended period.

Crucially, these insights also lay the groundwork for discussions on the financial implications of mental health initiatives, taking the guesswork out of the equation for employers and HR professionals. This ensures that an organisation's resources are allocated to areas that truly matter and that the ROI associated with Workplace Wellbeing programs is defensible.

Join Intellect on this groundbreaking journey and reach out to us for a demo today.

Appendix



Appendix

1. Industry Categorisation

No.	Industry	Description
1.	E-commerce & Online Services	Facilitating online buying, selling, and various digital services
2.	Education	Providing formal learning through schools and colleges
3.	Finance & Insurance	Managing monetary transactions, investments, and risk coverage
4.	Government & Non-profit	Public administration, governance, and services for societal wellbeing
5.	Healthcare & Pharmaceuticals	Delivering medical care, treatments, and pharmaceutical products
6.	Luxury, Retail & FMCG (Fast Moving Consumer Goods)	Offering high-end products, everyday goods, and fast-moving consumer items

Appendix

1. Industry Categorisation

No.	Industry	Description
7.	Manufacturing	Producing goods through industrial processes and assembly lines
8.	Professional Services	Providing specialised services such as consulting, marketing, advertising, and research
9.	Real Estate & Hospitality	Dealing with property, accommodation, and hospitality services
10.	Technology & Telecommunications	Developing and offering technological solutions, communication, and connectivity services
11.	Others	Industry categories with small sample sizes within our current dataset; including Entertainment and Media, Transportation and Logistics, Energy and Utilities etc.

Appendix

2. Regional distribution of users

Region	Number of active users
APAC	20,304
EMEA	16,824
LATAM	2,841
NAM	7,698

Intellect Dimensions is a holistic and psychometrically sound measure of personal and workplace wellbeing. This questionnaire consists of 26 items.

3.1 Personal factors

No.	Dimension	Description
1.	Growth Mindset	<p>"Growth Mindset" refers to the extent to which you seek out opportunities for learning and personal growth, including opportunities to work on your mental wellbeing.</p> <p>A high score in Growth Mindset indicates that you view your mental wellbeing as changeable and believe that it can be improved with time and effort. You also feel confident in your ability to cope with and overcome the challenges that come your way.</p>
2.	Self Awareness	<p>"Self Awareness" refers to the extent to which you are connected to and understand your own thoughts, emotions, and behaviours.</p> <p>A high score in Self Awareness indicates that you pay close attention to your thoughts, feelings, and behaviours, taking the time to inspect where they came from. As a result, you understand yourself deeply, which gives you the confidence to face your challenges.</p>

No.	Dimension	Description
3.	Self Efficacy	<p>"Self Efficacy" refers to your confidence in overcoming challenging situations in life and achieving your goals.</p> <p>A high score in Self Efficacy indicates that you are optimistic about your ability to cope with life's difficulties and pursue your dreams. As a result, you are often highly motivated to stick to your goals and accomplish them.</p>
4.	Goal Orientation	<p>"Goal Orientation" refers to the extent to which you are able to focus on your personal or career goals to achieve what you want in life.</p> <p>A high score in Goal Orientation indicates that you are highly aware of who you are and what you want in life. As a result, you have clear goals and are highly motivated to achieve them.</p>
5.	Purpose and Meaning	<p>"Purpose and Meaning" refers to the extent to which you desire personal growth and sense of direction.</p> <p>A high score in Purpose and Meaning indicates that you have a strong desire to grow as a person and realise your potential. Your pursuits and dreams bring meaning to your life, and you are driven by your values to achieve your goals.</p>
6.	Optimism	<p>"Optimism" refers to having hope, joy, and contentment, in addition to an action-oriented outlook in your personal and work life.</p> <p>A high score in Optimism indicates that you are often enthusiastic and cheerful. You tend to experience feelings of hope, joy, and contentment often. You have a positive outlook on your personal and work life, which helps you feel satisfied and engaged in your job.</p>

No.	Dimension	Description
7.	Resilience	<p>"Resilience" refers to your ability to recover from difficulties, taking into account your emotional and behavioural reactions in the face of adversity.</p> <p>A high score in Resilience indicates that you are confident in your ability to overcome setbacks and manage your emotions and behaviours effectively. You value what you do and often experience fulfilment in life, seeing challenges as an opportunity to learn.</p>
8.	Emotion Regulation	<p>"Emotion Regulation" refers to your ability to regulate your emotional responses during challenging situations.</p> <p>A high score in Emotion Regulation indicates that you are confident in your abilities to manage them and are often successful in staying calm without getting upset.</p>
9.	Stress Management	<p>"Stress Management" refers to the extent to which you are equipped in coping with challenging situations.</p> <p>A high score in Stress Management indicates that you are able to manage your stress well and prevent your emotions from getting the best of you. As a result, you are able to stay calm and centered in stressful situations.</p>
10.	Relationship Building	<p>"Relationship Building" refers to the support you get from your social connections and your ability to build and maintain secure relationships.</p> <p>A high score in Relationship Building indicates that you feel socially connected and supported by the people you are close with. You value your relationships and try your best to nurture secure relationships with those around you.</p>

No.	Dimension	Description
11.	Encouraging Participation	<p>"Encouraging Participation" refers to the extent to which you inspire and support your team by fostering a culture of openness and inclusion.</p> <p>A high score in Encouraging Participation indicates that your enthusiasm helps those around you feel engaged and supported at work. Your ability to inspire others and build camaraderie allows you to rally your teammates to work together towards a common vision.</p>
12.	Work-life Balance	<p>"Work-Life Balance" refers to the extent to which you are able to create healthy boundaries between your work and personal commitments in order to maintain a healthy balance between them.</p> <p>A high score in Work-Life Balance indicates that you are able to find this balance. As a result, you likely feel satisfied and engaged at work.</p>
13.	Mental Wellbeing	<p>"Mental Wellbeing" refers to your ability to feel energised and confident to achieve your goals. Individuals with high mental wellbeing scores are less likely to experience anxiety or depression.</p> <p>A high score in Mental Wellbeing indicates that you experience a low amount of stress, anxiety, and negative emotions, and feel calm and happy on most days.</p>

The **Organisational Health Score** of each industry accounts for three components: *Work Engagement, Employee Wellbeing, and Organisational Support.*

3.2 Organisational Health

No.	Dimension	Description
1.	Work Engagement	The level of commitment and involvement of employees towards their work. Highly engaged employees feel fulfilled and deeply involved in their work. They feel a sense of dedication towards their job that can translate to positive workplace outcomes such as better performance and financial returns. [2]
2.	Employee Wellbeing	Overall mental and emotional wellbeing of employees. Employees with high levels of wellbeing are in a healthy state of mind and feel capable of tackling challenges that they encounter.
3.	Organisational Support	The extent to which employees perceive receiving encouragement and assistance from their company. Employees who feel supported are comfortable with expressing themselves and they feel valued by the organisation. They also feel that the organisation is considerate of their wellbeing. [3]

[2] Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of occupational and organisational psychology*, 82(1), 183-200.

[3] Baran, B. E., Shanock, L. R., & Miller, L. R. (2012). Advancing organisational support theory into the twenty-first century world of work. *Journal of business and psychology*, 27, 123-147.

3.3 Employee Productivity

Our definition of **Employee Productivity** encompasses two key components:

No.	Dimension	Description
1.	Presenteeism	The percentage of loss in productivity despite being present at work due to physical/mental health issues [4]
2.	Absenteeism	The number of days an employee misses work due to mental/physical health issues in a month [5] (assuming total of 20 working days)

[4] Johns, G. (2010). Presenteeism in the workplace: A review and research agenda. *Journal of organisational behaviour*, 31(4), 519-542.

[5] Howard, K. J., Howard, J. T., & Smyth, A. F. (2012). The problem of absenteeism and presenteeism in the workplace. *Handbook of occupational health and wellness*, 151-179.

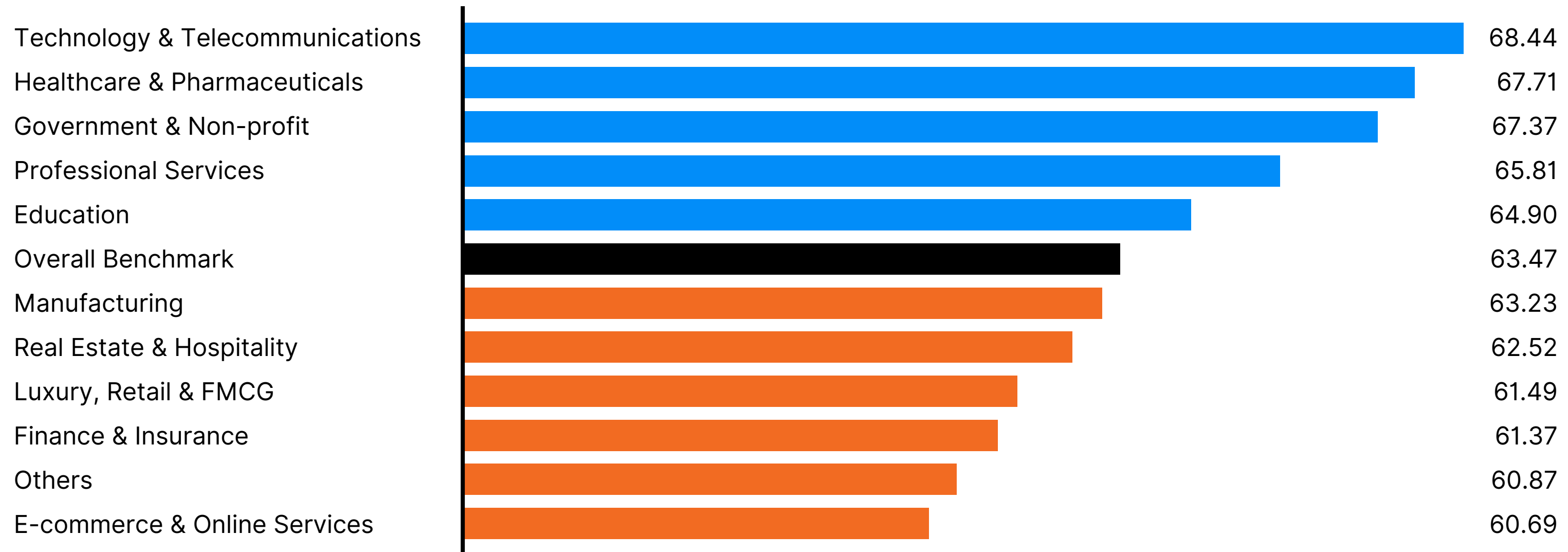
4. Industry scores across the three Organisational Health components

Organisational Health Score (%)



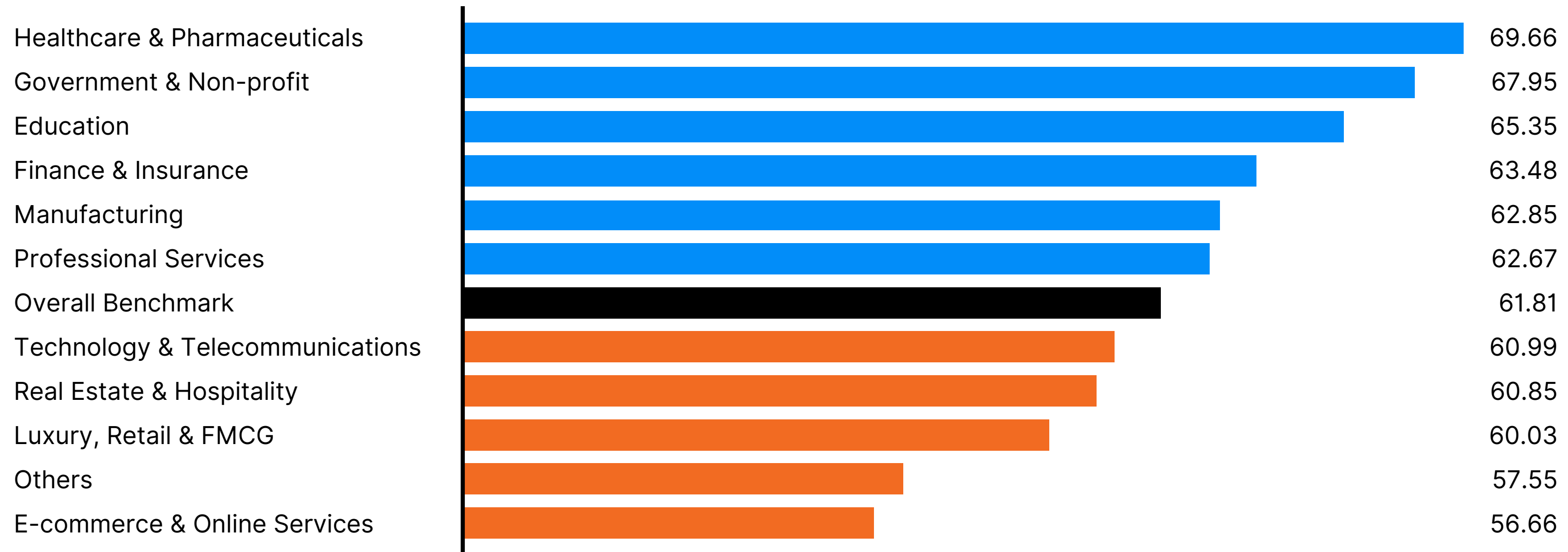
4. Industry scores across the three Organisational Health components

Work Engagement Scores (%)



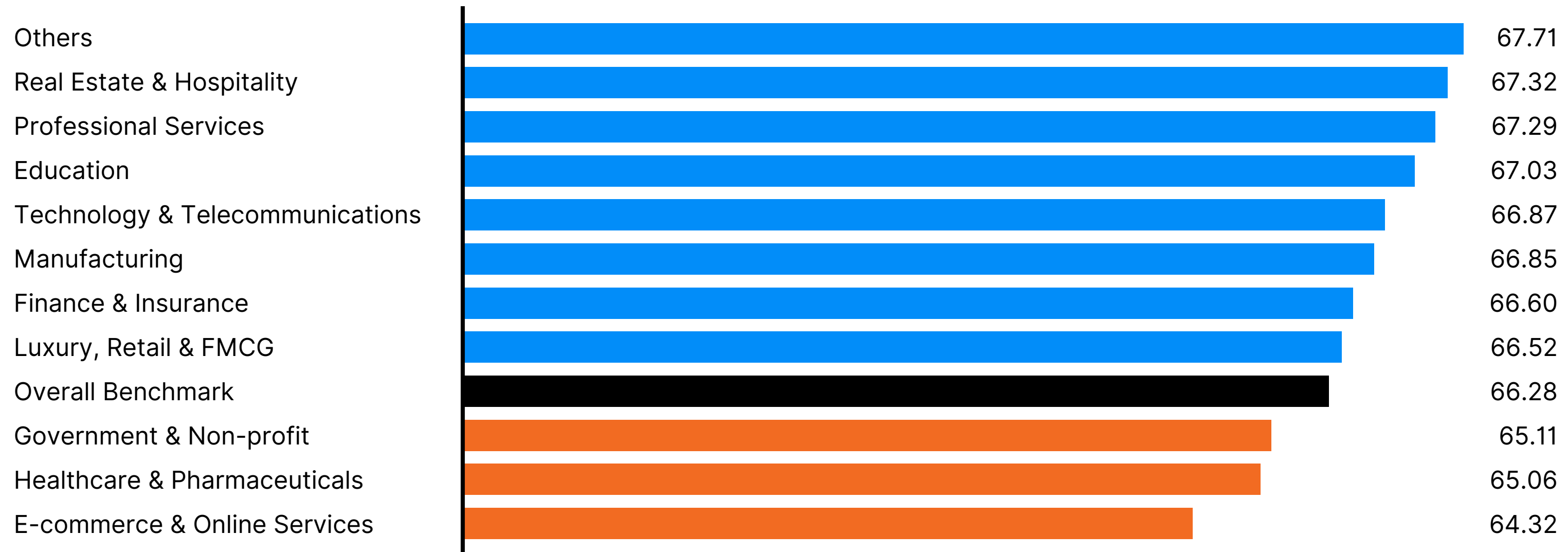
4. Industry scores across the three Organisational Health components

Employee Wellbeing Scores (%)

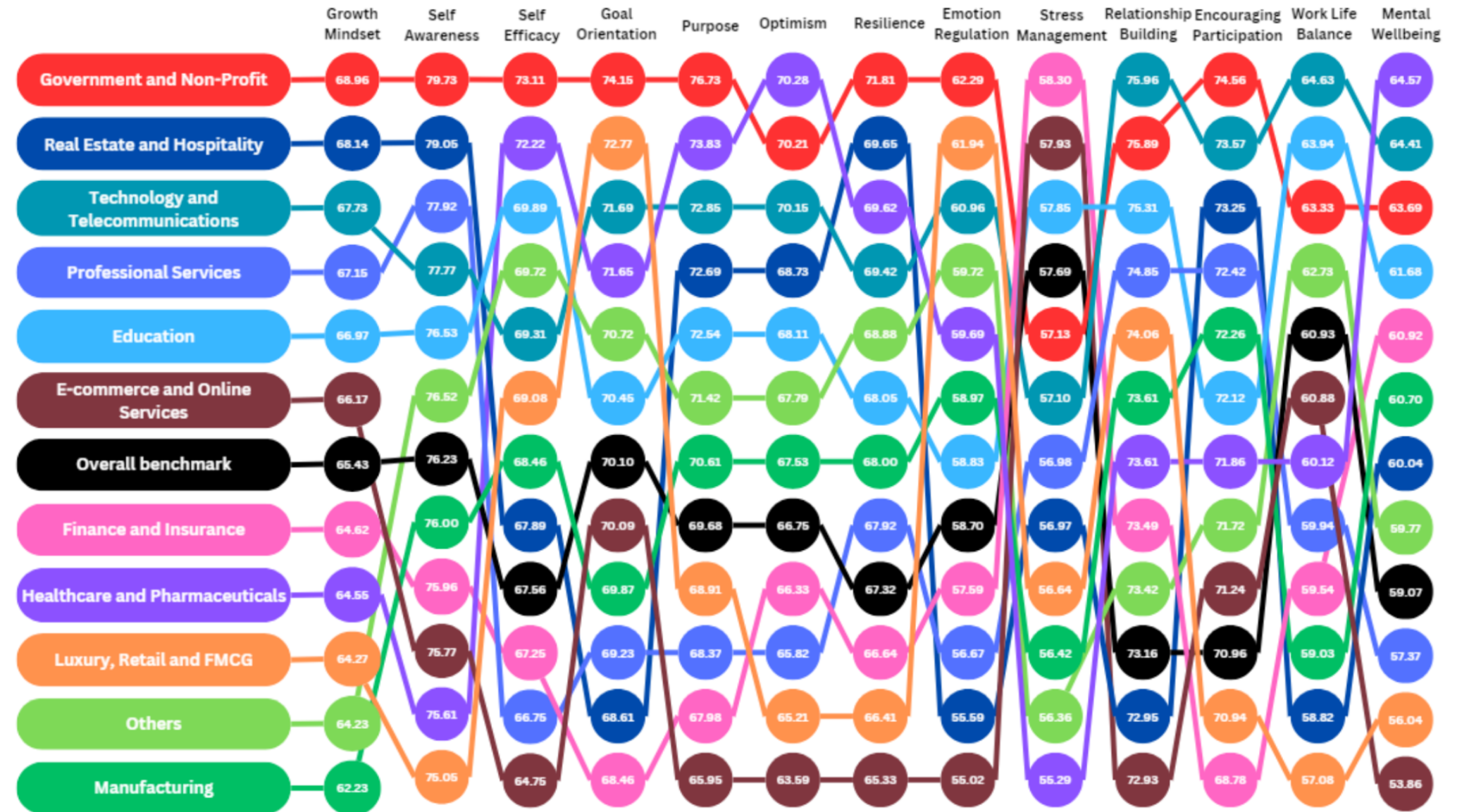


4. Industry scores across the three Organisational Health components

Organisational Support Scores (%)



5. Industry scores across the 13 personal factors



The figure above distinguishes 11 industries (and others) by colour and arranges their scores across the 13 personal factors in descending order within the respective columns. It showcases the rankings within each personal factor for each industry.

Appendix

There is evidence that coaching can help employee with Purpose and Meaning as well as Optimism.



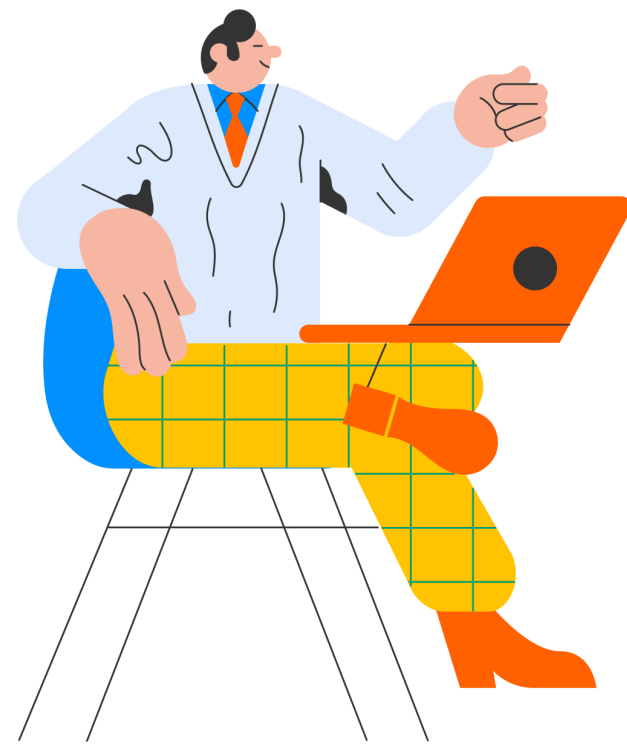
6. Benefits of coaching

6.1 Employee Productivity

Identifying values and goals: Studies have shown that coaching can help individuals identify their core values, strengths, and aspirations, which can lead to a stronger sense of purpose and direction in life (Grant, 2013; Keyes & Lopez, 2002).

Goal-setting and action planning: Coaching can guide individuals in developing concrete plans to achieve their goals, providing a sense of accomplishment and progress that contributes to purpose (Clutterbuck & Megginson, 2005; Stober & Grant, 2014).

Overcoming challenges: Coaching can equip individuals with tools and strategies to navigate challenges and obstacles, fostering resilience and confidence, which are crucial for sustaining a sense of purpose (Stober & Grant, 2014; Clutterbuck & Megginson, 2005).



6. Benefits of coaching

6.2 Optimism

Positive mindset: Coaching can help individuals develop a more positive outlook by challenging negative thought patterns and focusing on strengths and opportunities (Boyatzis & McKee, 2005; Lopez & Seligman, 2006).

Coping mechanisms: Coaching can equip individuals with coping skills to manage stress and negativity, promoting emotional well-being and fostering a more optimistic outlook (Clutterbuck & Megginson, 2015; Soane & Nicholson, 2015).

Self-esteem and confidence: By highlighting strengths and accomplishments, coaching can boost self-esteem and confidence, leading to a more optimistic and hopeful perspective (Downey & Heller, 2010; Clutterbuck & Megginson, 2015).

intellect

Learn more at www.intellect.co
or contact us via email at team@intellect.co.