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# TRANSFORMING WORKPLACE WELL-BEING INTO A STRATEGIC ASSET



## Executive Summary

Workplace wellbeing has emerged as a critical factor in organizational success, particularly in the wake of increasing global mental health concerns affecting workforce productivity and retention. This policy dialogue, organized by Mohammed bin Rashid School of Government (MBRSG) in collaboration with Noor Corporate Health Solutions and MediSense Clinic, explored how UAE organizations can transform employee well-being from a cost center into a measurable strategic asset.

The dialogue brought together experts from both public and private sectors to examine the multifaceted nature of workplace wellbeing, current implementation challenges, and future opportunities. Participants emphasized the need for a comprehensive approach that integrates physical and mental health strategies, utilizes data analytics for measuring impact, and fosters collaboration across sectors.

Key findings indicate that while many UAE organizations recognize the importance of wellbeing initiatives, challenges remain in measuring their effectiveness, securing adequate insurance coverage for mental health, and addressing cultural stigma. The dialogue concluded with a consensus that transforming workplace wellbeing requires a shift from compliance-focused approaches to strategic investment models supported by robust metrics and leadership commitment.

## Background

The policy dialogue was held (14 January 2025) as part of ongoing efforts to enhance workplace well-being in the UAE, recognizing HH Sheikh Maktoum's call for employees to be treated as assets. This initiative builds upon previous policy work examining mental health and well-being, including the Policy Council on Mental Health & Well-being jointly launched by the Dubai Health Authority and MBRSG.

Recent data indicates a growing prevalence of mental health challenges in the UAE workforce, with a 14% increase in mental health disorders among healthcare professionals since the pandemic. Global studies demonstrate that enhanced psychological safety directly correlates with increased productivity, highlighting the business case for well-being investment.

### Key Discussion Points

#### Defining Well-being in the UAE Context

The dialogue began by exploring the contextual definition of well-being specific to UAE workplaces. Participants agreed that well-being is multifaceted and varies depending on individual contexts:

Wellbeing encompasses equal opportunity and inclusivity for all, regardless of ethnicity, gender, or physical/psychological limitations

Family plays a central role in the UAE's understanding of well-being, reflecting both local cultural values and the expatriate experience

The concept extends beyond physical safety to include psychological safety and supportive organizational ecosystems



## Current State Analysis

The discussion revealed various approaches to well-being implementation across UAE organizations:

Standards and Certification: While the UAE hasn't adopted a single national standard, organizations are utilizing various international frameworks including:

- ISO 45003 for psychological safety
- UK Health and Safety Executive Stress Management Standards
- WELL-Building standards

Organizational Approaches:

- Internal wellbeing task forces and advocacy councils
- Adaptation of frameworks such as the 7-Dimensions of Wellbeing
- Development of specialized mental health policies

Implementation Challenges:

- Insurance coverage gaps for mental health services
- Cultural stigma limiting utilization of available services
- Language and communication barriers in a diverse workforce
- Difficulty measuring ROI and establishing appropriate KPIs
- Limited collaboration between HSE, Occupational Health, and HR functions

## Future State Design:

Participants outlined several key elements for transforming workplace wellbeing into a strategic asset:

Measurement Approach:

- Moving beyond certification compliance to meaningful outcome metrics
- Adopting a "road map" approach rather than rigid guidelines to accommodate different organizational contexts
- Beginning with engagement and utilization metrics before advancing to impact measurements

Leadership and Integration:

- Upskilling leaders to champion well-being initiatives
- Linking well-being to overall business goals and strategies
- Shifting the narrative from cost to investment (citing UK data showing £5 return for every £1 spent)



## Policy Priorities:

- Expanding focus beyond physical safety to include office worker wellbeing
- Developing policies addressing burnout, musculoskeletal issues, and flexible work
- Improving insurance coverage for mental health services
- Creating governmental mandates to drive employer responsibility

## Rapport Dialogue

### Part 1 – Defining Wellbeing

Different definitions of wellbeing at work exist depending on the people involved and the context they are in. Wellbeing at work is multifaceted and starts with people, including those marginalized groups, having access to the job market in the first instance. As the UAE moves towards creating a more inclusive environment, wellbeing at work also starts with equal opportunity for all regardless of ethnicity, gender, health problems, physical, psychological, emotional limitations including differences in learning capabilities. Wellbeing may also vary from a definition standpoint for the professional and the everyday worker who sacrifices to meet the needs of their family.

The family plays a key role for wellbeing in this region from two perspectives – 1. family ties and 2. cultural expectations are very important in local communities and within the expat community, many people are sacrificing time with their family to provide for them in a financial capacity. This lends to the aspects of a sense of belonging and finding inner peace within the work environment as family and community have a high influence on belonging.

Looking at the vast nature and dynamics of wellbeing at work, all these aspects fall under the broader domain of Health, Safety, and Environment (HSE) but without the strong focus on physical safety alone. The terminology “HSE” literally encapsulates all aspects of health and psychological safety in a supportive ecosystem which considers both the physical environment and the culture of the organization. With the creation of supportive environments, this will ultimately bring a sense of security providing the conditions to care for oneself and for others.

### Part 2 – The Current State

There are many baseline standards that exist internationally to support wellbeing in the workplace. The UAE has not adopted any particular standard but both public and private entities explore and obtain certifications to show their commitment to employee wellbeing. From a certification angle, it is important to recognise that it is not the end goal that is important but the focus should naturally be on a company’s most important asset – its people. This call is in keeping with HH Sheikh Maktoum’s call for employees to be treated as an asset.

Based on our policy dialogue, a few standards have been identified internationally –

1. ISO 45003 – psychological safety standards
2. UK Health and Safety Executive Stress Management Standards
3. IOGP - one role, one language, similar practices for the oil and gas sector in line with ISO 45000
4. WELL-Building standards – Global standard to measure compliance for wellbeing in all aspects of HSSE, HR, building design, for companies



Various industries are creating their own systems within the workplace to support the wellbeing of their employees. Many of the larger multinational companies also include 3rd party vendors and external providers in their ecosystem to support their wellbeing strategy at work. As well-being sits as a merger of many disciplines within the entire ecosystem, corporates have created special teams to drive and protect employee wellbeing within their organizations. Those who already work in these groups emphasize a collective call to shift from compliance from an organizational perspective to actual commitment to improve the well-being of the workforce.

Some of the internal actions by corporates in the UAE include the establishment of in-house task forces/ councils to support well-being, such as a Health and Well-being Advocacy Council, and the adaptation of various approaches to well-being, such as the 7- Dimensions of Wellbeing, into a Mental Health policy at work. Corporates in high-risk sectors understand the need to prioritize health and safety and create policies to improve employee well-being. High-risk industries have already been investing in the health of their employees to meet fitness standards for work and to be in compliance with international standards to ensure workers are not being harmed due to the effects of hazardous environments in which they work. As these high-risk industries have been considering the importance of mental health of their employees, companies in the UAE have also moved to ensure better reporting of problems faced in the workplace, to ensure more accurate and confidential reporting by employees. This is seen in different policies such as a Grievance Policy and Procedures in some organizations.

Insurance companies also form part of the ecosystem to support well-being at work. The challenge for investing in well-being is that it requires a long-term strategy with financial backing. The issue insurance companies face is that their relationships with clients are very dynamic where corporates can switch out for another insurance provider in the following year. Therefore, the insurance company that invests in prevention and well-being may not ever reap the financial rewards of the investment due to the delayed benefits only found after years of investment. It was highlighted that insurance companies did not provide enough coverage for mental health conditions, including the completion of the duration of therapy/ sessions a person would need to aid in recovery.

Another issue facing well-being programs in the workplace revolves around trust and the usage of services provided. The stigma around mental health issues and even reporting medical conditions is still very relevant as job security plays a significant role when approaching both mental and physical health at work. There is also a cultural stigma within society which prevents people from seeking help in fear of how this will affect their reputation and competence in the workplace.

Linking the issue of trust and usage also revolves around the cosmopolitan society within the UAE. Employees are usually from diverse backgrounds and geographical locations, making language, communication, and understanding a barrier when accessing help. The point was raised that the costs for support services such as EAPs, specifically counseling services, were very high, but data regarding utilization isn't well known or appears to be very low in our context in the UAE.

This then feeds into the difficulty of capturing adequate data. If trust is an issue alongside language barriers, how can we accurately measure the current state of well-being from a regulatory standpoint? This is where those in the field expressed the complexity of identifying specific KPIs for well-being and the accurate measurements that then feed into the operations and finances of the organization.



### Part 3 – The Future Path

Highlighting the challenges with gathering data to provide evidence-based recommendations, the members of the roundtable suggested there is no one approach to well-being in the workplace. There was no one size fits-all formula for measurement or solutions approach. Instead of having guidelines to follow with specific targets, a “road map” was suggested as a more agile approach. This should take into consideration the different contexts as well as the different definitions of well-being that will naturally exist in society and the workplace. Measurements can also look different in the initial stages compared to later indices, which will change as a corporation starts developing their workplace well-being program. It was suggested that initial metrics could measure utilization and engagement vs identifying specific targets related to well-being or mood.

In line with this, there was a call to shift focus on outcomes or merit (e.g. obtaining certifications) to recognizing the need to support people in the workplace by creating environments to improve well-being. This, therefore, led to a call for leaders to be upskilled and to be the source of change within the organization to allow messaging to flow from the top down. Linking well-being to overall business goals was seen as an important step to shift the narrative from a spend to an investment as well-organized wellness programs or workplace interventions in the UK reportedly yield £5 GBP for every £1 GBP spent.

In terms of prioritizing the policies to prevent injuries and fatalities at work alone, there was a call to prioritize the health and well-being of office workers who also suffer from different conditions, including burnout. Policies are needed to prevent and support the many conditions office workers face, which also add to the health, safety, economic burden related to healthcare costs. Policies regarding burnout, musculoskeletal problems, and flexible work were raised as a few examples. It was also noted that finding out what people needed was an important factor in the design of workplaces, as this was often not considered when operational decisions are made.

As well-being involves an entire ecosystem, consideration must be made to include the perspectives of people of determination (with disabilities) and other marginalised groups within society. Ensuring that all groups feel heard and also have an equal opportunity to be present and contribute to the workplace and society at large.

Moving forward, to ensure companies are rightly guided to support people in their organization and in society, governmental initiatives or mandates can help drive the direction of the responsibility of employers towards their employees. These include health awareness programs launched in the public sector, programs to support people with Parkinson’s Disease and Multiple Sclerosis, programs to support people of determination. However, more emphasis, guidance, and programs are required to support all types of workers from a general perspective from a business operations angle. More discussions are also needed to find solutions to fill the existing gaps, such as the insurance coverage gaps for different classes of workers and regarding mental health. Since insurance companies find it difficult to invest in prevention, this is where a governmental push is needed to shift this responsibility to the employer to invest in total well-being programs to support the people in their organizations.

To conclude the discussion on the future of well-being as a strategic business investment, both the education of the next generation as well as parenting support at work were raised to complete the future model of health and well-being. This factor will ensure the continuity of progress as the roadmap approach develops.



## Recommendations

Based on the dialogue, the following policy recommendations were formulated:

- 1. Person-Centered Approach:** Develop policies that recognize the diversity of wellbeing needs across different workforce segments, ensuring inclusivity for all employees including marginalized groups and people of determination.
- 2. Enhance Accessibility:** Improve access to mental health services by addressing insurance coverage gaps, reducing stigma through awareness campaigns, and ensuring language-appropriate services for the UAE's diverse workforce.
- 3. Multi-Sectoral Collaboration:** Create formal frameworks for collaboration between public and private sectors, healthcare providers, insurers, occupational health/ HSE providers and employers to develop comprehensive wellbeing solutions.
- 4. Building Awareness and Resilience:** Implement programs to build mental health literacy and resilience skills, particularly in schools and workplaces, supported by data-driven measurement of outcomes.
- 5. Technological Integration:** Leverage AI and digital solutions to enhance wellbeing program delivery, personalization, and measurement, while ensuring privacy and ethical considerations.



## Next Steps

The policy dialogue established three immediate action items:

- Creation of a comprehensive policy report documenting findings and recommendations
- Integration of insights into a white paper on workplace wellbeing in the UAE
- Continued collaboration between stakeholders to advance the well-being agenda.

The framework for advancing this work will include structured collaboration between public sector, private sector, and all relevant stakeholders to create sustainable change in workplace well-being practices.

## Conclusion

Transforming employee well-being into a strategic asset requires a fundamental shift in how organizations approach well-being—from a compliance exercise to a strategic investment with measurable returns. The policy dialogue highlighted the need for tailored approaches that reflect the UAE's unique cultural context while drawing on global best practices.

By developing robust measurement frameworks, securing leadership commitment, and fostering cross-sector collaboration, UAE organizations can position themselves at the forefront of workplace well-being, supporting both employee health and organizational performance. This alignment creates a virtuous cycle where well-being initiatives drive business outcomes, reinforcing the value of continued investment in this critical area.

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