

MATURITY ASSESSMENT



Company/Program:

Date of Assessment:





What's a maturity assessment?

A maturity assessment is a tool that can be used to **measure the current maturity level** of a certain aspect of an organization in a meaningful way, **enabling stakeholders to clearly identify strengths** and improvement points, and accordingly **prioritise what to do** in order to reach higher maturity levels.

MATURITY ASSESSMENT

The maturity assessment is a tool designed by Personify Health for you to understand where your Health & Wellbeing Corporate Program is and prioritize strategy and initiatives to embed it in your organization's culture. It is divided in 2 categories, the Maturity (the outer rings), and the Levers (the inner pie).

The **Maturity reflects the stage where a lever is** ranging from reactive towards proactive, preventative, and finally cultural. Meaning, how developed or mature is a key area of a program or project.

The **Levers depicts the key areas of a program** or project management. This dimension was inspired by the structure of PMI's 9 knowledge areas (Project Management Institute) but tailored to the needs of a health and wellbeing program.

Finally, you can use the **5-Steps approach for action** (the 5 white tiles) as a process to apply the maturity assessment in a systematic fashion.



Let's find out where you are in your health & wellbeing growth journey.

This page will be automatically filled once you go through **page 4 -8** to calculate each lever's score.

Respondent / Company: _____

	1 (Reactive)	2 (Proactive)	3 (Preventative)	4 (Cultural)	
Strategy is the vision that will guide the corporate H&W programs into the future.					Score
Strategy	No distinct H&W strategy. Actions taken are reactive to clear external triggers or regulatory changes	Distinct H&W strategy which is data-driven and proactively addresses employee needs	H&W strategy is a key element of the business strategy	H&W is integrated into business strategy and influences future strategic direction	___
Dimensions relate to the pillars and contents of a corporate H&W framework, not the process. In practice, each intersects and overlaps with the others, creating a unified definition of what is wellbeing at a given organization.					Score
Dimensions	Responding and managing incidents	Specific Health & Wellbeing dimensions	All dimensions of H&W, holistic offering	Integrated approach to H&W, including external stakeholders	___
Alignment is when the H&W programs align with a global strategy or region and countries and are sensitive to local culture.					Score
Alignment	No alignment between local, regional nor global	Aware of H&W initiatives	Aligned with global	Aligned with global but locally adapted	___
Commitment is the degree of dedication and engagement of leaders and managers in promoting, participating, and ensuring that H&W strategy and initiatives permeate the organization.					Score
Commitment	No formal commitment and limited leadership support	Public commitment with leadership support	Leadership and managers take ownership and proactively apply H&W behaviors	Addressed at boardroom level and organizational wellbeing is a key objective of the ESG strategy	___
Culture integration ensures that H&W is part of Global and Local HR initiatives, and the employee life cycle through continuous and synergic communication.					Score
Culture	Culture does not always support or align with H&W considerations	Employees and Leadership embrace and start supporting H&W through active communications	H&W is consistently considered in employee lifecycle and key business decisions	Every employee has H&W as a shared value, infused into every aspect of the organization	___
Accountability implies that H&W is a department with its team, dedicated resources, and defined KPIs to support business goals.					Score
Accountability	Siloed in specific functions like HR and HSE, no full- time dedicated team, no KPIs	A centralized dedicated team with cross- functional involvement, subjective KPIs	Local or/and regional H&W leaders, quantitative & qualitative KPIs	Leadership, managers, and champions are accountable and empowered, H&W is part of their job description, responsible for business KPIs	___
Resource is the human capital needed to guarantee the consistency of its operations strategically.					Score
Resource	Existing teams have wellbeing as part of their current role	Min. 1 FTE for the H&W program, not necessarily SME	Established H&W team with some SMEs	All team members are experts in H&W field, and cross-functional	___
Budget is the monetary allocation from the program owner, sponsor and/or business to ensure program operations.					Score
Budget	No budget allocated, or only upon request	Budget available from own department (Safety; HR; Benefits)	Annual budget from C-Level made available to local/regional/central execution	Budget line is defined in the P&L	___
Personalization is the ability to move from general topics for all to specific employee needs of a single individual.					Score
Personalization	No personalization. One size must fit all	Some programs targeted at addressing a specific topic on an ad hoc basis	Managing complexity by segmenting per geography, employees, and job's roles	Personalized support for all individuals based on their unique wants & needs	___

Reactive: 1.0 to 1.74 | Proactive: 1.75 to 2.49 | Strategic: 2.5 to 3.24 | Cultural: 3.25 to 4.0 | **Final Average Score: ___/4**



We have designed a simple, yet insightful questionnaire for you to better assess each one of your health and wellbeing program levers. The goal is that by answering those questions you can reflect on what has been done so far, we eventually what can be prioritized to grow your program.

Each lever has 5 questions with a high reliability between them. Meaning that we can assess the right lever with a high degree of confidence. In that way you can be sure that you are measuring that specific lever correctly.

Each question has 4 answers, ranging from 1 to 4. At the end, the average of the 5 answers will give you that lever's average score. When you finish to assess all the levers, you will see at **page 2**, both on the "score" column, and at the bottom the final average score of your program's maturity, will be automatically populated.

Once you finish, based on the maturity system ranging from 1 to 4, you can classify the results as follows to ensure the ranges are equally distributed and make logical sense:

Reactive: 1.0 to 1.74 | **Proactive:** 1.75 to 2.49 | **Strategic:** 2.5 to 3.24 | **Cultural:** 3.25 to 4.0

	1 Reactive	2 Proactive	3 Preventative	4 Cultural	Score	Avg. Score	
STRATEGY	How are KPIs for your health and wellbeing strategy established?						
	We have no KPIs in place.	We use some subjective KPIs.	We have both objective and subjective KPIs.	We measure both subjective and objective KPIs, integrated with business KPIs.	—	—	
	What best describes the mission and goals of your health and wellbeing program?						
	No program mission or well-defined goals; reactive approach.	Some loosely defined goals.	An annual mission with well-defined goals.	A long-term mission with constantly reviewed measured goals influencing business strategy.	—		
	How does your organization utilize data in health and wellbeing decision-making?						
	We don't collect or assess employee data.	Limited to global employee survey data.	Analyze global survey data plus our biometric and subjective data.	Comprehensive analysis including employee data, biometric, subjective, and business metrics.	—		
	How does your organization's leadership engage with the health and wellbeing strategy?						
Minimal or no engagement.	Periodic engagement, mostly in response to issues.	Regular engagement and support.	Leadership actively shapes and champions the strategy.	—			
How is your health and wellbeing strategy communicated and promoted?							
Rarely or not at all.	Occasionally, but not consistently.	Regularly, with clear communication channels.	Integrated into all aspects of organizational communication and culture.	—			

DIMENSIONS	1	2	3	4	Score	Avg. Score	
	Reactive	Proactive	Preventative	Cultural			
	How comprehensive are the health and wellbeing dimensions in your organization?						
	Focus only on immediate issues or incidents.	Some specific dimensions targeted but not comprehensive.	Holistic offering covering all key dimensions.	Integrated approach encompassing internal and external stakeholders.	—		
	How are your health and wellbeing initiatives tailored?						
	Generic, "one size fits all" approach.	Some customization based on general employee needs.	Targeted initiatives based on detailed employee needs analysis.	Fully personalized programs adapting to individual, and group needs dynamically.	—		
	How does your organization measure the effectiveness of different health and wellbeing dimensions?						
No measurement or follow-up.	Limited to feedback from participants.	Regular measurement of participation and satisfaction.	Comprehensive impact analysis including behavioral and business outcome metrics.	—		—	
How are new health and wellbeing dimensions introduced in your organization?							
Rarely or only in response to specific events.	Occasionally, based on perceived needs.	Systematically, based on ongoing needs assessments.	Proactively, with a continuous improvement approach and employee involvement.	—			
How do employees engage with the available health and wellbeing dimensions?							
Minimal or no engagement.	Engagement primarily in popular or promoted programs.	Regular engagement across a variety of programs.	Active participation and co-creation in program development and evolution.	—			

ALIGNMENT	1	2	3	4	Score	Avg. Score	
	Reactive	Proactive	Preventative	Cultural			
	How is the alignment of health and wellbeing initiatives with overall corporate strategy?						
	No clear alignment or ad-hoc alignment.	Partial alignment with some business objectives.	Strong alignment with key business strategies.	Integral to business strategy, influencing corporate decision-making.	—		
	How consistent are health and wellbeing programs across different geographies (local, regional, global)?						
	Fragmented and inconsistent across different levels.	Some consistency, but largely varies by region.	High degree of consistency with local adaptations.	Fully integrated and consistent across all levels with strong local relevance.	—		
	How do health and wellbeing initiatives align with other employee engagement programs?						
Isolated, with little or no integration.	Some informal connections with other programs.	Formally integrated but distinct from other employee programs.	Fully integrated, forming a cohesive part of overall employee engagement strategy.	—		—	
How does your organization ensure ongoing alignment of health and wellbeing initiatives?							
Rarely reviewed for alignment.	Alignment reviewed in response to major changes.	Regular reviews and adjustments for alignment.	Continuous monitoring and dynamic adjustment for optimal alignment.	—			
How are stakeholders involved in aligning health and wellbeing initiatives?							
Minimal stakeholder involvement.	Some key stakeholders are occasionally consulted.	Regular involvement of a broad range of stakeholders.	Deep, ongoing engagement with stakeholders at all levels for alignment and co-creation.	—			

COMMITMENT	1	2	3	4	Score	Avg. Score	
	Reactive	Proactive	Preventative	Cultural			
	What level of commitment does leadership show towards health and wellbeing programs?						
	Limited or no visible commitment.	Periodic support, often reactive.	Consistent support and advocacy.	Leadership actively leads and champions wellbeing initiatives.	—		
	How is commitment to health and wellbeing demonstrated in resource allocation?						
	No specific resources allocated.	Limited resources allocated reactively.	Adequate resources allocated with proactive planning.	Substantial, dedicated resources, reflecting a high strategic priority.	—		
	How are health and wellbeing commitments communicated internally?						
Rarely or not communicated.	Communicated occasionally, often reactively.	Regular, planned communications.	Integral part of all corporate comms, reinforcing a culture of wellbeing.	—	—		
How is the commitment to health and wellbeing reflected in organizational policies?							
No or minimal reflection in policies.	Some policies address wellbeing, but not comprehensively.	Comprehensive policies supporting wellbeing.	Policies are not only supportive but are also innovative, setting industry benchmarks.	—			
How does the organization engage employees in committing to their health and wellbeing?							
Minimal or no engagement.	Occasional campaigns or initiatives.	Regular programs and active encouragement.	Deep, continuous engagement with diverse, innovative approaches.	—			

CULTURE	1	2	3	4	Score	Avg. Score	
	Reactive	Proactive	Preventative	Cultural			
	How is health and wellbeing integrated into your organizational culture?						
	Not integrated; occasional initiatives without cultural support.	Some initiatives align with culture, but not consistently.	Strong alignment with culture, regularly reinforced.	Deeply embedded in culture, shaping behaviors and values.	—		
	How do employees perceive and engage with health and wellbeing initiatives?						
	Low awareness and engagement.	Moderate awareness, engagement in popular programs.	High engagement, seen as a valuable part of employment.	Active participation, employees view these initiatives as essential.	—		
	How does your organization promote a culture of health and wellbeing?						
No active promotion or inconsistent messages.	Occasional promotion through campaigns or events.	Consistent promotion through various channels and practices.	Continuously reinforced through leadership actions, comms, and policies.	—	—		
How does health and wellbeing feature in the employee lifecycle (recruitment, onboarding, development)?							
Not featured or mentioned only superficially.	Mentioned in some stages, not a key focus.	Integrated into key stages, part of the value proposition.	Central theme throughout the lifecycle, influencing attraction and retention.	—			
How does the organization support a culture of peer support and shared responsibility for wellbeing?							
Minimal or no support for peer initiatives.	Some support for employee-led initiatives.	Strong encouragement and support for peer-led wellbeing initiatives.	Peer support is a key component of wellbeing strategy, with extensive resources and recognition.	—			

ACCOUNTABILITY

1 Reactive	2 Proactive	3 Preventative	4 Cultural	Score	Avg. Score	
How is accountability for health and wellbeing initiatives structured in your organization?						
No clear accountability or fragmented across various functions.	Some accountability, but limited to specific teams or departments.	Clear accountability with specific roles and responsibilities.	Integrated accountability across all levels, part of job descriptions and performance metrics.	—	—	
How does the organization ensure accountability in delivering health and wellbeing initiatives?						
No formal mechanisms for ensuring accountability.	Occasional review of initiatives without formal accountability.	Regular review and feedback loops for accountability.	Strong performance management systems linked to wellbeing outcomes.	—		
What role do leaders and managers play in accountability for health and wellbeing?						
Minimal involvement or responsibility.	Some leaders and managers are involved, but not consistently.	Leaders and managers are regularly involved and have defined responsibilities.	Leaders and managers are fully accountable, with wellbeing metrics part of their performance evaluation.	—		
How are employees involved in accountability for their own and others' wellbeing?						
Minimal or no involvement.	Occasional encouragement to participate or provide feedback.	Regular involvement with opportunities for feedback and contribution.	Employees are actively empowered, with structured channels for input and co-creation.	—		
How does the organization measure and report on health and wellbeing accountability?						
No measurement or reporting.	Informal or ad-hoc reporting.	Regular reporting on specific initiatives.	Comprehensive, integrated reporting with clear metrics and transparency.	—		

RESOURCE

1 Reactive	2 Proactive	3 Preventative	4 Cultural	Score	Avg. Score	
How is the resourcing for health and wellbeing initiatives managed in your organization?						
No dedicated resources; reliant on existing staff and budgets.	Limited dedicated resources; some initiatives have specific allocations.	Good resource allocation with dedicated staff and budget for wellbeing.	Excellent resourcing with a dedicated team of experts and a substantial budget.	—	—	
What level of expertise do the staff responsible for health and wellbeing initiatives possess?						
Minimal or no specific expertise in health and wellbeing.	Some staff with relevant expertise or interests.	Dedicated staff with professional qualifications in health and wellbeing.	High-level expertise, with staff having advanced qualifications and continuous development in wellbeing.	—		
How does your organization prioritize resource allocation for health and wellbeing initiatives?						
Low priority; resources are allocated as an afterthought.	Moderate priority; resources are allocated but often limited.	High priority; resources are allocated proactively and reviewed regularly.	Strategic priority; resources are allocated generously and reviewed to maximize impact.	—		
How are external resources and partnerships leveraged for wellbeing initiatives?						
Rarely or not at all.	Some use of external resources, but not strategically.	Strategic use of external partnerships to enhance initiatives.	Extensive and innovative use of external partnerships, setting industry benchmarks.	—		
How does the organization support continuous learning and development in the field of health and wellbeing?						
Minimal or no support.	Occasional opportunities for learning and development.	Regular opportunities and encouragement for professional development.	Strong culture of continuous learning, with substantial investment in development programs.	—		

BUDGET

1 Reactive	2 Proactive	3 Preventative	4 Cultural	Score	Avg. Score	
How is the budget for health and wellbeing initiatives determined?						
No specific budget; ad-hoc funding.	Limited budget, often as part of other initiatives.	Specific, dedicated annual budget based on strategic priorities.	Generous, multi-year budgeting aligned with long-term strategic goals.	—	—	
How flexible and responsive is the budgeting process for health and wellbeing initiatives?						
Inflexible; difficult to secure funds for unexpected needs.	Some flexibility, but often constrained by other priorities.	Flexible budgeting allowing for adaptation to changing needs.	Highly adaptive budgeting, responsive to both planned and emerging needs.	—		
How does budget allocation reflect the organization's commitment to health and wellbeing?						
Budget allocation does not reflect a commitment to wellbeing.	Budget reflects a moderate commitment, with some limitations.	Strong commitment, with a budget that allows for comprehensive initiatives.	Reflects a core strategic commitment, with a budget that sets industry standards.	—		
How is the ROI of health and wellbeing initiatives measured and considered in budgeting?						
ROI not measured or considered in budgeting.	Informal assessment of ROI, with limited impact on budgeting.	Formal measurement of ROI, influencing budget decisions.	Comprehensive ROI analysis, integral to strategic budgeting and decision-making.	—		
How are budgetary decisions for health and wellbeing initiatives communicated and reviewed?						
Minimal communication; rarely reviewed.	Some communication; occasional review.	Regular communication and review, with transparency.	Extensive comms and continuous review, with high-level stakeholder involvement.	—		

PERSONALIZATION

1 Reactive	2 Proactive	3 Preventative	4 Cultural	Score	Avg. Score	
How personalized are health and wellbeing initiatives for individual employees?						
Generic, "one size fits all" approach.	Some level of personalization based on broad categories.	Good level of personalization, with initiatives catering to diverse needs.	Highly personalized, with initiatives tailored to individual preferences and needs.	—	—	
How does the organization gather and use employee feedback to personalize initiatives?						
Rarely or never collects employee feedback.	Collects feedback, but limited use in personalization.	Regularly collects and uses feedback to shape initiatives.	Continuously collects feedback, using advanced methods for dynamic personalization.	—		
How are technology and data analytics utilized for personalizing health and wellbeing initiatives?						
Not utilized or minimal use.	Some use of technology for basic personalization.	Good use of technology and analytics for personalization.	Advanced use of technology, including AI and machine learning, for sophisticated personalization.	—		
How does the organization cater to the diverse needs and preferences of its workforce in wellbeing initiatives?						
Minimal consideration of diversity.	Some consideration but limited in scope.	Strong focus on catering to a diverse workforce.	Comprehensive approach, continuously evolving to meet diverse and changing needs.	—		
How does the organization ensure accessibility and inclusivity in its health and wellbeing initiatives?						
Limited accessibility and inclusivity.	Some efforts towards accessibility and inclusivity, but inconsistent.	Good accessibility, with initiatives designed to be inclusive.	Excellent accessibility and inclusivity, setting standards in corporate wellbeing.	—		

Now that you made your assessment, it's time for action!
With the 5-Step approach for action, you have a clear road in front of you to successfully turn insights gathered during the maturity assessment into action.

STEP 1 – Diagnose | Identify where your business is today, and where you want it to be in the future

Before embarking upon efforts to develop or enhance an employee health and wellbeing strategy, businesses must first objectively diagnose their current level of maturity.

This is a critical starting point and helps the organization to really understand where it is today before considering where it needs to be in the future.

The maturity assessment can help as a first step to unify leadership around objectives and vision.

- Try to assess current global employee and engagement surveys.
- Talk with different stakeholders.
- If possible, create focus groups and interview managers and employees.
- Check ESG or CSR reports for information about overall company goals

Step 2 – Strategize | Formulate and invest in a strategy to drive long term, sustainable business change

Ultimately health and wellbeing strategies that are not integrated into wider business strategies are unlikely to receive the investment or prioritization that they require to really drive organizational change and deliver maximum benefits in terms of health outcomes and returns on investment.

- A recent survey of global businesses found that around 45% of companies do not have a well-defined wellbeing strategy, despite a clear majority (87%) having wellbeing initiatives in place.
- Apply the needed levers to fine tune the strategy.
- Decide which levers are a priority and how can you advance to the next level of maturity.

Step 3 – Customize | Build an approach that is customized for the organization's needs of its people

Due to diversity within and between businesses, every journey towards employee health and wellbeing is unique, requiring an understanding of the business context and local culture to create effective strategies.

To support effective customization, it is vital that companies collect relevant local data and engage in meaningful dialogue with employees in specific regions.

- Assess available regional or local data through the VP Platform or employee surveys.
- Assess which phases of the employee life cycle can be prioritized.
- Ask champions and local leaders support to provide customization ideas for the program.

Step 4 – Implement | Select the right levers to drive change, organizational capability, and accountability

Many companies have a fragmented approach to employee health and wellbeing, with various teams such as Human Resources, Corporate Social Responsibility and Environmental Health and Safety, focusing on different aspects of human health in silos.

To address this, companies should ensure clear communication channels are set up between teams and consider establishing dedicated health and wellbeing leadership and local champions to ensure the closely interlinked aspects of health feed into one another.

- How can other HR functions support your implementation plan?
- Which Levers do you want to prioritize?
- How can champions, leaders and managers can support the implementation plan?

Step 5 – Evaluate | Monitoring performance, communicate success, and utilize data to show proof of value

Employee health and wellbeing can be a particularly challenging area in which to measure progress. Quantitative assessments can deliver a certain degree of insight but these need to be complemented by detailed qualitative explorations of impact based on employee engagement and surveys.

To continually improve their understanding of performance, companies need to iteratively consider what data is currently available and what additional information would help to paint a clearer picture of success – all the while maintaining the utmost consideration for employee data privacy.

- Keep track of all the accountable KPIs
- Create alternative ways to collect data via Survey, end of presentations and demos.
- Qualitative data, such as stories, group perceptions via individual interviews and focus groups, also act as KPIs if previously decided.

Client Example of Assessment and Maturity-Based Recommendations

	Reactive	Proactive	Preventative	Cultural	Recommendations
Strategy	No distinct H&W strategy. Actions taken are reactive to clear external triggers or regulatory changes	Distinct H&W strategy which is data-driven and proactively addresses employee needs	H&W strategy is a key element of the business strategy	H&W is integrated into business strategy and influences future strategic direction	Proper H&W strategy needs an understanding of the goals, dimensions, and tiers for prioritization. We recommend analysis of main needs through survey assessments to develop both quantitative and qualitative KPIs.
Dimensions	Responding and managing incidents	Specific Health & Wellbeing dimensions	All dimensions of H&W, holistic offering	Integrated approach to H&W, including external stakeholders	Start by defining the key dimensions and its variables. It will allow for a global single narrative, better programming of minimum standards globally, and clear strategic KPI's. Make sure to connect the dimensions with organization cultural values.
Alignment	No alignment between local, regional nor global	Aware of H&W initiatives	Aligned with global	Aligned with global but locally adapted	The lack of global, regional and local alignment can be achieved by defining the key dimensions and its variable. Also, by understanding the different levels of regional or local maturity of offers and levers through the implementation of a Global Maturity Assessment for H&W.
Commitment	No formal commitment and limited leadership support	Public commitment with leadership support	Leadership and managers take ownership and proactively apply H&W behaviors	Addressed at boardroom level and Organizational wellbeing is a key objective of the ESG strategy	Some Leaders are interested and need more guidance on which dimensions to focus on and clear request on how to support H&W program. Try to connect German manager's experience and pilot approaches in priority countries to generate more case studies for further implementation.
Culture	Culture does not always support or align with H&W considerations	Employees and Leadership embrace and start supporting H&W through active communications	H&W is consistently considered in employee lifecycle and key business decisions	Every employee has H&W as a shared value, infused into every aspect of the organization	H&W is part of HSE but Culture is within the team. We recommend that after having the Dimensions defined, to focus on 1 of the Employee Life Cycle Phases (Onboarding or Managers) to embed it systematically. It can be assets regarding what its H&W at organization and its pillars, and the expected behaviors and values.
Accountability	Siloed in specific functions like HR and HSE, no fulltime dedicated team, no KPIs	A centralized dedicated team with cross functional involvement, subjective KPIs	Local or/and regional H&W leaders, quantitative & qualitative KPIs	Leadership, managers, and champions are accountable and empowered, H&W is part of their job description, responsible for business KPIs	Since that you have 2 strategic leaders and 1 senior consultant, we recommend that you find quantitative and/or qualitative KPI's that you can be responsible with, guided also by the Maturity Assessment. Additionally, it seems that you have local champions in place, so for higher program accountability, we recommend that you create the H&W Local Leader role, preferably to be nominated by a Country Leader such as Head HR, President or alike that can influence and gather a local team around them.
Resource	Existing teams have wellbeing as part of their current role	Min. 1 FTE for the H&W program, not necessarily SME	Established H&W team with some SMEs	All team members are experts in H&W field, and cross-functional	Despite H&W being part of HSE, we strongly recommend to bridge initiative with broader HR. As VP GO was successful it can serve as basis for shared resources, cross-communication and human capital.
Budget	No budget allocated, or only upon request	Budget available from own department (Safety; HR; Benefits)	Annual budget from C-level made available to local/reg./central execution	Budget line is defined in the P&L	Once dimensions and variables are defined, KPI's proposed and alignment instruments such as the Maturity Model are in place, you can plan a 3-year program as subject it to C-Level for more stable budget.
Personalization	No personalization. One size must fit all	Some programs targeted at addressing a specific topic on an ad hoc basis	Managing complexity by segmenting per geography, employees, and job's roles	Personalized support for all individuals based on their unique wants & needs	VP GO success already might have tapped into individual needs. We recommend that once dimensions are defined, you prioritize activities based on general needs or demographics. (E.X. Burnout – Ergonomics for Remote Workers – Resilience training for women).



	Reactive	Proactive	Preventative	Cultural	Recommendations
Strategy	No distinct H&W strategy. Actions taken are reactive to clear external triggers or regulatory changes	Distinct H&W strategy which is data-driven and proactively addresses employee needs	H&W strategy is a key element of the business strategy	H&W is integrated into business strategy and influences future strategic direction	
Dimensions	Responding and managing incidents	Specific Health & Wellbeing dimensions	All dimensions of H&W, holistic offering	Integrated approach to H&W, including external stakeholders	
Alignment	No alignment between local, regional nor global	Aware of H&W initiatives	Aligned with global	Aligned with global but locally adapted	
Commitment	No formal commitment and limited leadership support	Public commitment with leadership support	Leadership and managers take ownership and proactively apply H&W behaviors	Addressed at boardroom level and Organizational wellbeing is a key objective of the ESG strategy	
Culture	Culture does not always support or align with H&W considerations	Employees and Leadership embrace and start supporting H&W through active communications	H&W is consistently considered in employee lifecycle and key business decisions	Every employee has H&W as a shared value, infused into every aspect of the organization	
Accountability	Siloed in specific functions like HR and HSE, no fulltime dedicated team, no KPIs	A centralized dedicated team with cross functional involvement, subjective KPIs	Local or/and regional H&W leaders, quantitative & qualitative KPIs	Leadership, managers, and champions are accountable and empowered, H&W is part of their job description, responsible for business KPIs	
Resource	Existing teams have wellbeing as part of their current role	Min. 1 FTE for the H&W program, not necessarily SME	Established H&W team with some SMEs	All team members are experts in H&W field, and cross-functional	
Budget	No budget allocated, or only upon request	Budget available from own department (Safety; HR; Benefits)	Annual budget from C-level made available to local/reg./central execution	Budget line is defined in the P&L	
Personalization	No personalization. One size must fit all	Some programs targeted at addressing a specific topic on an ad hoc basis	Managing complexity by segmenting per geography, employees, and job's roles	Personalized support for all individuals based on their unique wants & needs	



THE POWER OF PERSONALIZED HEALTH

The Maturity Assessment can have several applications depending on your program's goals and mission.

**Global Progression
and Prioritization**

**Regional and Local
Analysis**

**Champions Network
& Supporter's Guide**

**Internal Data
Analysis Research**

At Personify Health, we believe that simplified, personalized, and connected solutions are the best way to engage and empower people to be at their healthiest.

It's time to drive real change. Want to go through this framework with a wellbeing expert? **Get in touch**, and we'll be happy to help.

LET'S TALK

