

Article

# Inclusive Metrics of Employee Well-Being: Applications for Accessibility, Disability Inclusion, and Sustainable Human Resource Practices

Abdus Salam <sup>1</sup>, Muhammad Tahir <sup>2,\*</sup> and Shaukat Ali <sup>3</sup>

<sup>1</sup> York St John University; abdussalamktk6@gmail.com

<sup>2</sup> University College London; [ucacahi@ucl.ac.uk](mailto:ucacahi@ucl.ac.uk)

<sup>3</sup> Office of the Registrar, Government College University Lahore, Lahore 54000, Pakistan

\* Correspondence: [ucacahi@ucl.ac.uk](mailto:ucacahi@ucl.ac.uk); abdussalamktk6@gmail.com

Submitted: 18-09-2025, Revised: 25-11-2025, Accepted: 20-12-2025

## Abstract

Worker's well-being has been a priority for organizations in the digital work era. But many established measures of well-being don't truly reflect employees' needs, particularly those with disabilities or access needs. Measures of well-being generally focus on productivity, stress, or engagement. They miss out on other important dimensions such as physical accessibility, cognitive aids, emotional support, and social inclusion. As a result, the efficacy of well-being initiatives is limited, and the long-term sustainability of practices in the human resource business is enhanced. The proposed conceptual framework of accessibility, disability inclusion, and sustainable HRM can measure the well-being of the employees. This study will be a mixed-method approach. This is critical to make sense of the current scenario of organizational definition and ways of measurement of well-being. The study will show that inclusive well-being metrics positively impact employees' motivation and intentions to leave the organization. As a result, they bolster an organization's resilience and sustainability processes. The study enhances theoretical and practical insights by offering workable suggestions on HR practices and workforce inclusion of disabilities within the organization. The findings reveal how vital it has become to move beyond traditional measures to combat this pandemic.

**Keywords:** Inclusive Metrics, Employee Well-Being, Accessibility, Disability Inclusion, Sustainable Human Resource Management, Digital Workplaces, Equity in HR Practices

---

## 1. Introduction

### 1.1. Background of the Study

The importance of employees' well-being has become a major concern for HR management. Employees ought to be healthy and satisfied to achieve organizational goals (Tariq, 2025). Usually, generic wellness offerings are designed (generally for the reduction of stress, productivity improvement, or a workplace wellness program for most employees). Although useful, these initiatives largely failed to consider the needs of various individuals, especially those with disabilities or access requirements. Recently, wellness frameworks have been moving towards inclusivity (Furnari, 2025). Employees

at businesses tend to see the clear need for creating personalized well-being solutions for workers. The emergence of remote work and the digital development of work environments have created further complications impacting matters such as mental health, ergonomics, and equal participation. As conversations regarding diversity, equity, and inclusion continue to take center stage worldwide, a parallel demand is for HR policies that sanction equal opportunity to persons with disabilities (Lupin, 2023).

Moreover, research shows the connection between well-being and the sustainability of employees. The well-being of organizations is defined as an employee-centered culture that helps to develop and strengthen the mental, emotional, and physical resistance of all. Organizations focused on inclusivity enhance the satisfaction & retention of employees while also making them more resilient and adaptable in the long run (Lupin, 2023). Consequently, in the digital age, having inclusive well-being is more about a strategic necessity for organizations and not a moral or ethical reason anymore.

### 1.2. Problem Statement

Many organizations rely on standard metrics to measure employee well-being without considering the requirements of those with disabilities and accessibility needs.

Mainstream measures of well-being have recently shifted to productivity, stress management, and engagement (Buettgen et al., 2024). While they are useful, these indices overlook critical factors such as whether they are physically accessible, whether they support the mind, and whether they involve data. Working digitally or remotely may create invisible barriers for employees that will not be spotted in HR metrics; they may take the form of inaccessible software platforms or communication breakdowns (Buettgen et al., 2024). Due to this gap, the effectiveness of the well-being activities will reduce, and certain sections will not be covered at all. Ultimately, without a measurement of inclusion, organizational efforts to create a sustainable and equitable workplace will not reduce employee turnover in the long term (Hua et al., 2025).

### 1.3. Research Gap

There is a growing concern to ensure that human resource practices become inclusively focused. Nevertheless, not much research has been done on frameworks to measure inclusive well-being. Existing studies rarely link all three of sustainability, accessibility, and disability inclusion in HRM. A comprehensive approach that reflects the realities of a wide-ranging workforce and the digital workplace is needed at the hour.

### 1.4. Research Objectives

- To study how HRM practices indicate accessibility and disability inclusion.
- To learn how inclusive well-being metrics support sustainable development efforts.
- To identify hindrances in assessing well-being in digital workplaces.
- To learn the comprehensive framework for evaluating employee well-being.

### 1.5. Research Questions / Hypotheses

- RQ1: How do organizations quantify and qualify employee well-being metrics?
- RQ2: How much regard do these measures have for accessibility and disabilities?
- RQ3: How do inclusive well-being metrics improve sustainable HRM?
- RQ4: What barriers do organizations face for inclusive well-being initiatives?

### 1.6. Significance of the Study

This research contributes a fresh perspective to the emerging HRM and well-being literature. The guide is meant for Organizations committed to building disability-friendly

and accessibility-oriented HR practices (Guedes, 2024). The research will positively contribute to the sustainable development of the workforce in organizations in both developed and developing economies. Ultimately, this implies that inclusive well-being is not just equitable but also sustainable and successful.

## 2. Literature Review

### 2.1. Concept of Employee Well-Being

The well-being of employees has become one of the crucial topics in human resource management and organizational studies (Huong et al., 2016). The term employee well-being is a relative term that refers to the quality of life of employees concerning their job environment, work, and culture. Being well entails both the physical state of a being as well as its emotional, social, and mental states (Huong et al., 2016). Scholars assert employee well-being is a multidimensional state, including a safe physical environment, psychological resiliency, emotional satisfaction, and positive relations with co-workers and superiors. The sentiment that an employee experiences during his/her employment is essentially employee engagement (Waheed Ali Umrani et al., 2023).

Aspects of Employee Well-Being Include (Waheed Ali Umrani et al., 2023):

- Physical well-being: Physical safety includes health, ergonomics, security at the place of work, etc. An employee who is physically safe and healthy is more likely to be productive.
- Mental well-being: This dimension assesses cognitive workload, personal growth, and stress management capabilities. The mental condition of a worker controls the performance level of the worker.
- Emotional well-being: It is important to achieve emotional balance, job satisfaction, and belongingness. Workers with respect and value shown develop stronger loyalty toward the organization.
- Social well-being: When you connect with your co-workers, get included in team activities, and receive support from your managers, you positively influence this dimension. Caring about social life means ensuring that employees don't feel alienated.

The above dimensions point out that the well-being of employees is not just one measure; it is a combination of several things that must be handled together.

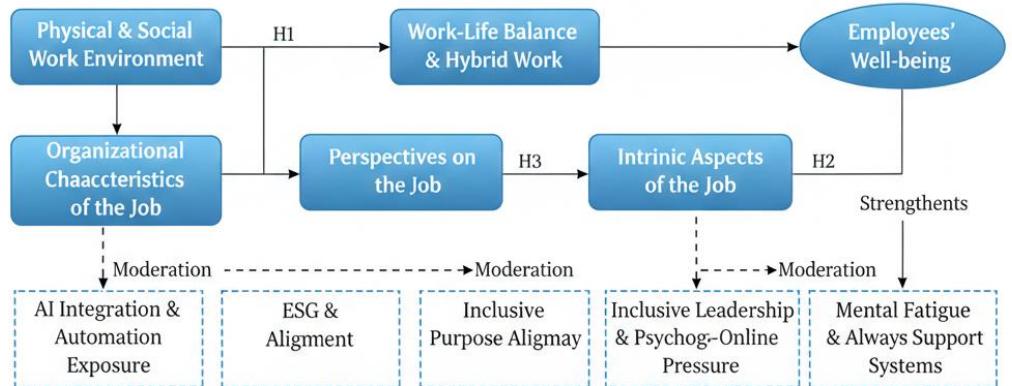
### 2.2. Traditional Vs. Holistic Approaches to Well-Being

#### 2.2.1. Traditional Approaches to Well-Being

In the past, organizations evaluated employee performance mainly through three indicators, which included productivity, absenteeism, or job satisfaction. Previously, these classical measures gauged whether an employee was performing but did not determine whether they were flourishing (Pronk et al., 2018). Tracking stress levels, for instance, was done for burnout or turnover only, without taking any deeper issues into account, such as accessibility barriers, emotional inclusion, and more.

Below is a conceptual framework illustrating the direct and indirect impacts of work environment and organizational characteristics on employees' well-being, mediated by their job perspectives and intrinsic job aspects (Pronk et al., 2018).

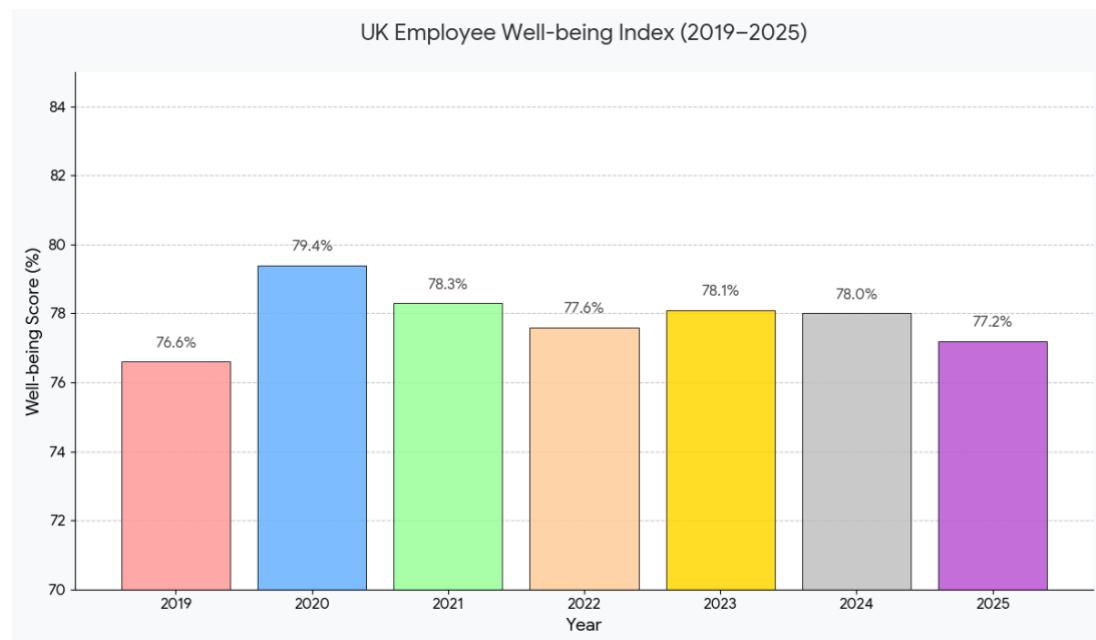
# Employees' Well-being in AI-Integrated Hybrid Workplaces (2025 Model)



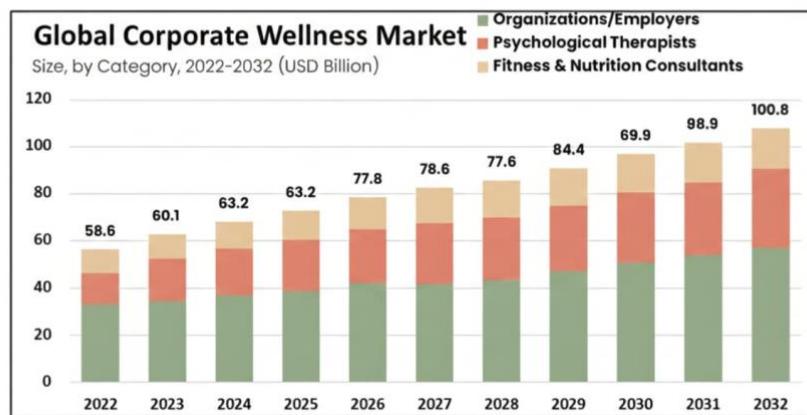
**Figure 1.** Conceptual framework illustrating the direct and indirect impacts of work environment and organizational characteristics on employees' well-being.

Hypothesis 1 (H1) suggests that physical and social work environment and organizational characteristics have a direct measurable impact on employees' well-being. Contrarily, Hypothesis 2 (H2) postulates a more indirect influence whereby the external triggers flow through internal mediators, namely the employee's perception of the job and the job itself. Both these pathways inquire whether those working conditions affect health directly or through a psychological lens about how we experience our work. A two-layered framework for the study of structural and perceptual drivers of employee satisfaction (Jaiswal & Dyaram, 2020).

Additionally, it is an outcome that is not static but is formed by direct environmental factors and internal psychological mediators. The first hypothesis (H1) considers how physical and social structures can either stabilize or disrupt well-being. Hypothesis 2 (H2) deals with how the individual level of analysis, including perspectives and intrinsic aspects of the job, can process changes that are initiated at the level of physical and social structures. This indicates that the recent downturn in well-being may result from an increasing divergence between changing organizational characteristics and the changing personal perspectives of younger workers. By taking into account both direct and indirect paths, the model unfolds a roadmap for reversing these regressive trends through workplace interventions.



**Figure 2.** Employee well-being in the UK from 2019 to 2025.

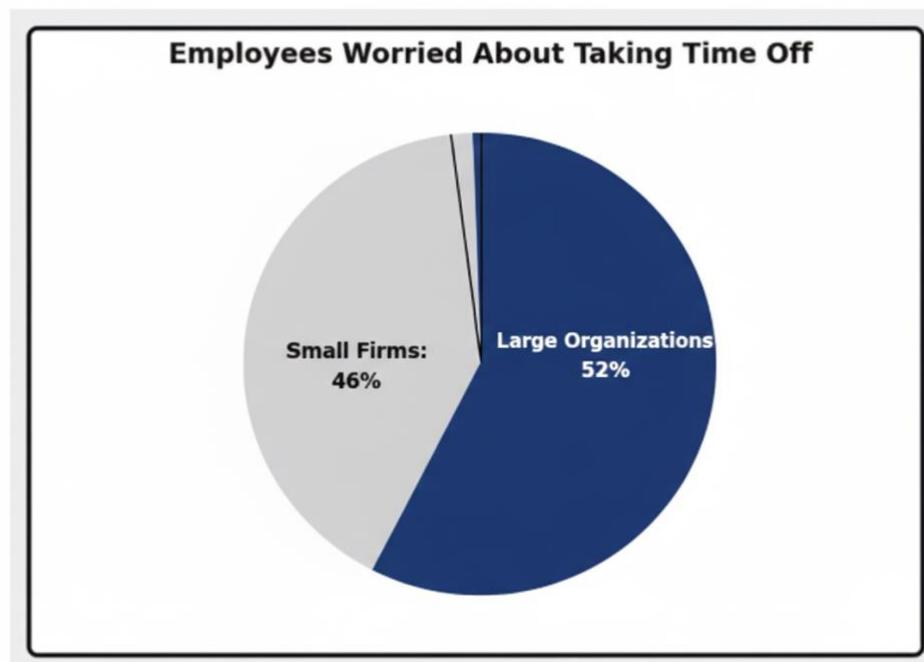


**Figure 3.** This chart illustrates the projected growth of the global corporate wellness market, which is expected to reach substantial valuations by 2032 as organizations increasingly prioritize comprehensive employee health programs (Wired Release, 2024).

According to the chart, the wellness industry is growing at a CAGR of 6.1%, as corporations begin to see employee health as a key business asset rather than a desirable perk. More investments go towards health initiatives that largely contribute to positive efficiency. It has been proven that wellness programs can increase productivity by up to 20% – 25% by reducing absenteeism and presenteeism. In addition, tackling physical health and mental health will create a more resistant workforce that shows enhanced cognitive function and improved completion of tasks. In conclusion, the findings revealed that as the market develops, wellness will transform into an appliance with which to mold and enhance human capital for organizational success (Wired Release, 2024).

Another chart depicts the extent to which 46% of those in small firms and 52% in large firms are anxious about taking leave because it could impact their standing. The culture of “presenteeism,” or workaholism, is detrimental to positive efficiency because employees who work while burnt out or stressed are more likely to be less productive and make mistakes. Organizations can instead boost efficiency in the long-run by allowing employees to take time-off for restoration, resulting in clarity of mind and sustained

engagement. To begin changing from a culture of 'hours worked' to one of high-quality output, these cultural anxieties should be allayed (Zakia Baniabbassian, 2025).



**Figure 4.** This chart compares the percentage of employees in small versus large organizations who worry that taking time off negatively impacts their perceived work ethic (Zakia Baniabbassian, 2025).

Traditional wellness programs are similar and offer the same wellness activities or stress management workshops to employees across the board. Although these schemes proved useful, the bulk of them did not consider the diverse requirements of disabled people, whether related to chronic health conditions, peculiar access needs, etc. Consequently, many people in those categories were not sufficiently served by the various initiatives, and their hardships were left out of the data of the organization (Pal et al., 2021).

#### 2.2.2. Holistic and Inclusive Approaches

Researchers and practitioners have called for a broader view of employees' health in recent years. This method takes into account overall employee engagement in the organization, not just productivity and physical well-being. Systems that promote total wellness are inclusive, accessible, and diverse. Restrictions imposed on employees depend on their physical capabilities, mental requirements, and emotional problems (Hannula, 2023).

Digital locations are one of the biggest challenges facing the government. People with sight, hearing, and mobility difficulties face unrecognized challenges in using the internet and working remotely (Yadav et al., 2024). The accreditation standards on disability inclusion in HR and accessibility will help capture such realities using inclusion well-being metrics. Organizations today feel that employee well-being is a must for a sustainable future (Yadav et al., 2024). Adopting inclusive well-being frameworks enhances innovation, strengthens resilience, and promotes talent retention.

According to holistic approaches, sustainable HRM is important. A measure of the success of these systems is the extent to which individuals and organizations adopt them. This is when HR increases benefits for things not very active in life. It includes flexible work policies, technology access, and disability-friendly recruitment and retention policies (Pal et al., 2021).

### 2.3. Inclusive HRM and Accessibility

#### 2.3.1. Principles of inclusive HRM

Policies and practices of inclusive human resource management or inclusive human resource benefit all. Moreover, everyone is able to engage fully in work and organizational life (Perales et al., 2022). The principles of Fair Work include Equity, which entails providing a fair opportunity for people, Dignity, which entails respect, treating every employee as a decent person, and Participation, which entails ensuring employees help shape decisions that affect them. The second major idea of universal design means that the systems, tools, and processes should be usable by the largest number of people possible without any special adaptation (Perales et al., 2022). The essential components of an adaptable approach to human resource management are that job descriptions, hours of work, and assessment frameworks need to be developed, keeping in mind the various needs of employees, instead of making everyone fit into one system. Ultimately, data-driven fairness matters for the future. Consequently, organizations must subsequently collect and use inclusive metrics. Furthermore, inclusive metrics will help organizations to identify the gaps in access, retention, and career progression (Choi et al., 2017).

#### 2.3.2. Workplace accessibility and reasonable accommodations

A physically accessible workplace area is defined by the workplace to allow people with disabilities to work (Pendse et al., 2024). Features, such as ramps and accessible bathrooms, fall under accessibility. The functionality of your screen reader, captioning, and keyboard navigation should work like it should with the evidence of accessible designs. Social accessibility entails creating a culture that fosters decreased stigma, mindful training, and communication norms. Employers implement effective adjustments to eliminate obstacles through accommodations (Pendse et al., 2024). Examples may include altered hours, assistive technology (speech-to-text software, screen magnifiers), restructuring of a job role, or a sign language interpreter (Wilcox & Koontz, 2022). Low-cost to implement, accommodating but high-impact, putting employees with disabilities in the position to do the essential functions of their job and participate fully. Employers should create accommodation processes that are effective, timely, confidential, and involve the employee in the selection of the solution. Organizations can improve their provisions with outcome indicator monitoring (Covington & Aziz, 2024).

#### 2.3.3. Disability inclusion policies and global standards

Policies on disability inclusion refer to commitments and processes in place to govern equality. Well-formed guidelines consist of recruitment practices, a non-discrimination clause, an accommodation procedure, and career development support. They also assign accountability – selecting a head of HR or a diversity officer – and set measurable goals for hiring, promoting, and retaining disabled people (Abdelhay, 2025). These policies have global frameworks behind them. The CRPD aims to ensure equal rights and equal access in education, work, and public life for disabled people. The US Americans with Disabilities Act (ADA) arc requires reasonable modifications and prohibits discrimination by national legislation. Global organizations such as the ILO provide guidelines for decent work and inclusive employment (Covington & Aziz, 2024). All standards and guidelines issued by ISO and other authorities address accessibility in products and services. Corporate policies should be in line with prevailing social values and norms (Link to external site, 2023). This shows compliance with the law and a genuine commitment to inclusion.

#### 2.3.4. Practical implications for HR practice

The table 1 explains Practical implications for HR practice — concise action table (Abdelhay, 2025):

**Table 1.** Practical implications for HR practice

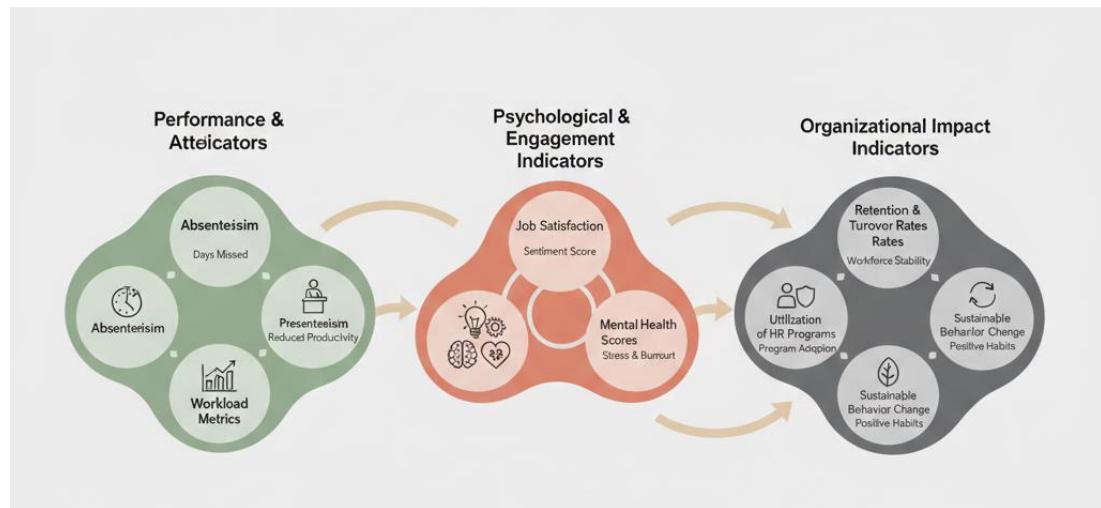
Step	Action	Outcome	Owner
Audit	Check physical/digital gaps	Barriers identified	HR & IT
Training	Accessibility & bias sessions	Inclusive behaviour	HR Learning
Accommodation	Easy request process	Fair, quick support	HR & Managers
Metrics	Track disability data	Progress measured	HR Analytics
Leadership	Sponsor & fund inclusion	Sustainable change	Executives
Review	Set targets, monitor	Culture of inclusion	HR Strategy

The table 1 can also be used as a guide chart in many organizations for a clear picture to follow:

**Figure 5.** The graph presents the five practical HR in a clean format

#### 2.4. Metrics of Employee Well-Being

Organizations use various means to measure employee wellness (Elufioye et al., 2024). Common measurements include employee satisfaction scores, absence rates, engagement surveys, turnover rates, and productivity measures. Costing measures help HR departments assess employees' views of their jobs, their regular attendance, and their commitment to the firm (Elufioye et al., 2024). Some organizations also conduct mental health assessments and wellness feedback on stress levels. They measure employees' overall wellness using the tools. The figure 6 shows how employee performance factors influence psychological well-being.



**Figure 6.** Employee well-being indicators

These standardized well-being tools have limitations. A diversity of surveys and metrics for the overall population, not for employees with accessibility needs and disabilities, are compiled (Onyekwere, 2025). A typical engagement survey, for example, contains various questions related to how happy or satisfied a person is at the workplace. Nevertheless, it does not verify with employees possessing visual or motor ailments to see if the digital tools used in the organization are accessible. Likewise, the performance model that aims to improve productivity levels assumes one way of working only. As well as anyone else at your workplace who has a health issue or disability.

A majority of tools are not designed to gauge core problems. High levels of engagement or low absenteeism do not mean there is no hidden stress, a lot of burnout, or total exclusion. Self-reporting is often relied on by tools; self-reporting has the potential to invoke fear and distrust if judgment is involved. The data collected could not be the best representative of how each employee is performing in this regard (Lomas et al., 2017).

There are bias and exclusionary problems with most HR metrics. Typically, they ignore an intersectional aspect such as disability, gender, age, or culture. For example, workers with communication and behaviors that match dominant norms are rewarded in performance assessments, while those needing accommodation and doing things differently get punished. It presents an inaccurate perspective on who qualifies as a "high-performing" or "engaged" worker (Lomas et al., 2017).

The vital role of data collection in achieving inclusion is increasingly being recognized. If the process of data collection is not inclusive, then the data analysis will also not be so. Similarly, once analytics of the data is carried out, it also eliminates disabled employees (Jaiswal et al., 2022). Since the HR systems do not track disability status or accessibility needs, these employees are invisible in the wellness reports. So, they forget as it is.

Organizations must develop a well-being premise that can include accessibility, disability inclusion, and other work experiences. Taking recourse to mixed methods, which combine surveys with interviews, focus groups, and accessibility audits, will help convey a fuller picture (Jaiswal et al., 2022). Organizations that apply inclusive metrics can formulate strategic HR initiatives that not only cater to a selected few but also to the entire employee base, thus building a more equitable, sustainable workplace.

### 2.5. Disability Inclusion and Workplace Well-Being

Disabled workers encounter numerous impediments that hinder their ability to maintain a good quality of life and prevent them from working in an office. The physical barriers consist of inaccessible structures, workstations, and toilets (Cao et al., 2022). Software can be digital too. For example, either the screen reader is not working with the program or the program is not functioning using the keyboard navigation system. Employees may feel less valued or excluded through social and attitudinal barriers, resulting in them being left out of team activities. The absence of understanding and stigma also causes a lower sense of belonging. Accommodations that are hard to reach and are obfuscated for communication can impact the well-being and effectiveness of individuals (Krentz et al., 2021).

The removal of these barriers can be achieved through assistive technology and universal design. The focus of inclusive design is to create spaces, tools, and systems that anyone, not just the user, can use. This consists of adjustable desks, equal access internet platforms, and flexible workstations. Tools that can assist disabled people in being proactive and working comfortably may be beneficial. Some examples of assistive devices are Speech-to-text programs, screen magnifiers, and hearing-aid devices. Everyday tools help us to do things by ourselves instead of depending on somebody else to do things for us (Dias & Sílvia Luís, 2023).

Inclusive practices help empower faculty and students alike. The tendency of employees to stick around and add value means that organizations are more likely to attach themselves to people. "The more diverse a workplace is, the more it builds trust and lowers turnover, which helps in hiring diverse talent." Studies indicate that companies that strongly include workers with disabilities have higher levels of innovation, collaboration, and job satisfaction (Dias & Sílvia Luís, 2023).

### 2.6. Sustainable Human Resource Management

Sustainable human resource management (HRM) practices aim at four things (Waheed Ali Umrani et al., 2023):

- Well-being of the workforce
- Success of the organization
- Social and environmental sustainability
- Corporate social responsibility (CSR) or employee engagement.

Although it focuses not only on short-term performance objectives but also on the establishment of fair systems and inclusive and adaptable systems, the five dimensions that are most important include employee development, equity, diversity, work-life balance, and health and safety (Krentz et al., 2021). HRM aims for sustainable decision-making, which is ethical in leading and communicating.

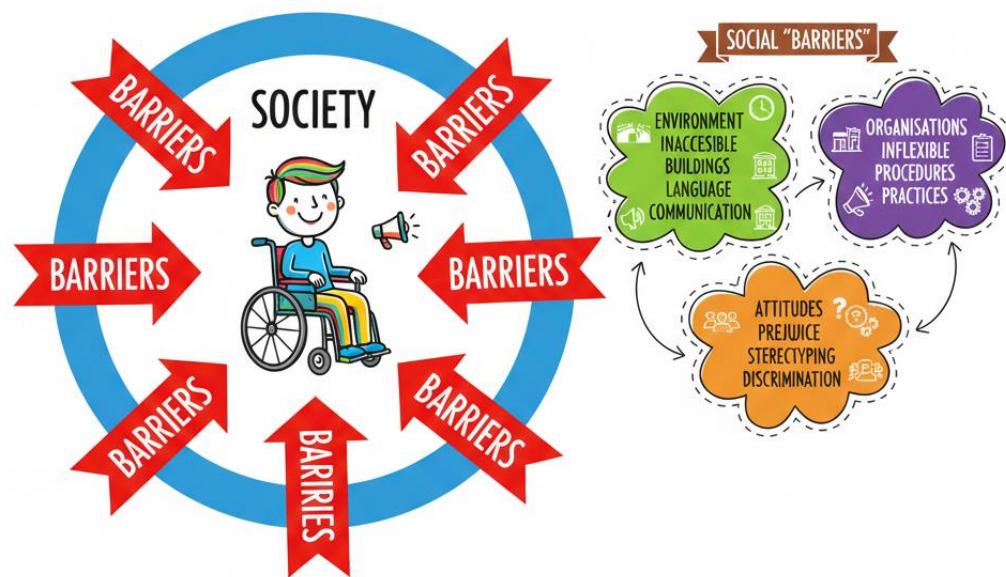
The well-being of employees and organizational sustainability are strong. Active And Involved Employees Perform Better with Safety First. It improves the long-term profitability of a business. Wellness programs contribute to lowering employee burnout, elevating morale, and increasing productivity. HR practices help increase the inclusion of disabled people in the internal workforce. The employees' stability is positively strengthened. Furthermore, it aids in the reduction of costs associated with turnover and absenteeism (Fausti, 2022).

Workplace diversity creates long-term advantages. At first, these practices build the firm's image. In addition, it guarantees the enforcement of the law. Such practices help companies access a much wider talent pool. Firms that develop capacity-building measures related to those with disabilities are best placed to face the future because of demographics and digitalization (Fausti, 2022).

## 2.7. Theoretical Foundations

### 2.7.1. Social Model of Disability

The Social Model of Disability shows how society disables those with impairments (Anwer et al., 2022) as represented in the figure 7. Disability happens not because of a condition, but because of the environment, attitude, and systems that disable people.

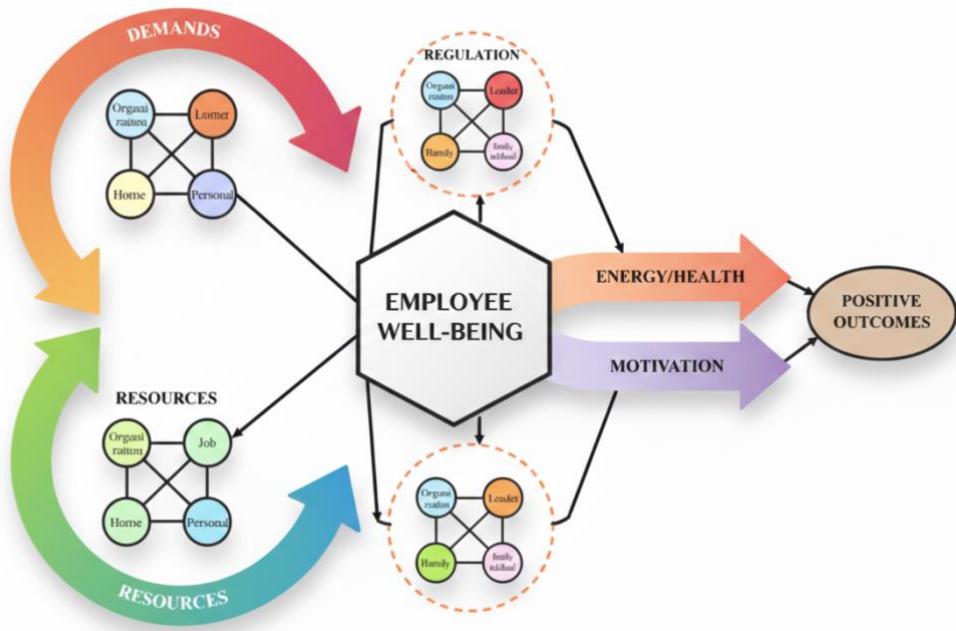


**Figure 7.** The social model of disability

In modern-day workplaces, this model encourages organizations to eliminate physical barriers, digital barriers, and cultural barriers to full participation. The reasonableness of the Universal Design and Accommodation for disability is now viewed as an issue of diversity & not deficiency (Anwer et al., 2022).

### 2.7.2. Job Demands–Resources (JD-R) Theory

The JD-R theory refers to the balance between job demands and the resources that the employee possesses (Sadiq et al., 2025). Resources are those aspects of a job or workplace that help employees cope with these job demands. The most important job resources are the support systems, the autonomy in the workplace, and those tools (Sadiq et al., 2025). The figure 8 shows how this theory works:



**Figure 8.** Job Demands–Resources (JD-R) Theory

Technologies in the workplace, flexible working hours, and inclusive leadership are real assets for workers with disabilities. People's well-being increases when means satisfy or exceed demands. The theory discusses how HR practices that are more inclusive can improve engagement while cushioning the stress.

#### 2.7.3. Stakeholder Theory

The stakeholder theory gives complete importance to disability inclusion. It includes employees and shareholders. Having different voices involved in the policy-making process instills an ethical responsibility toward long-term value creation (Young et al., 2023). In HRM, this means designing wellness strategies that represent the needs of the overlooked community. Treating employees as stakeholders helps build trust, improve retention of talent, and bring about alignment of wellness efforts with social goals.



**Figure 9.** Stakeholder Theory for Employee Well-being

The figure 9 from (Young et al., 2023) highlight how stakeholder involvement support ethical decision making and employee wellbeing in HRM

#### 2.7.4. Sustainable HRM Framework

Sustainable practices can be embedded in HR resource practices, which contribute to capturing. Promoting the well-being and diversity of employees for the long run through Ethical Governance is in 9 words. The essence of this approach is the application of inclusive metrics along with a disability-friendly policy, which shall help create effective, fair, and future-ready human resource strategies. When organizations take on this approach, they learn values such as inclusivity and resilience (Link to external site, 2023).

#### 2.8. Disability Inclusion in HRM Theory

Disability has been conceptualized in the literature of universal human resource management compliance regimes. These include law, quota, and accommodation. Human resources managers can contribute to the inclusion of the workplace due to their strategic position in organizations that coordinate activities like employee engagement, well-being, thriving, performance, and organizational culture. Inclusion refers to a universal and active process concerned with increasing the participation and contributions of people with impairments in their workplaces and communities. Besides, the accessibility of inclusive practices by organizations was considered an antecedent. Similarly, better well-being (measured as low negative affect and high positive affect) was recorded in disabled workers reporting low restriction to accessibility (Viejo et al., 2018). The opposite, high restriction to accessibility, was recorded with a low well-being score. The participative climate impacted the relationship between turnover and disability. Recognition before the implementation of organizational inclusive practices (Viejo et al., 2018). As a result, they can enhance social inclusion in communities and workplaces, as well as among themselves.

### 2.9. Multidimensional Well-Being Measurement Models

The multidimensional models of well-being suggest that accessibility is not a dimension in itself, but something that should be present in all dimensions of well-being. To illustrate, making a space physically accessible means it is ergonomic and provides assistive support (Bravo-Sanzana et al., 2025). In terms of cognitive accessibility, the information is made clear and usable for all. To promote emotional accessibility, we will recognize the efforts of different individuals and create a safe space for the psychological well-being of all. Lastly, for social accessibility, there is tangible inclusion and recognition for all, feeling empowered to participate and contribute equally. In the past, researchers have employed a singular measure of worker well-being, such as absenteeism, turnover, or job satisfaction. In isolation, they are easy to capture and interpret; they nonetheless do not provide a complete view of employee experience or organizational context – especially at today's workplaces.

Later composite-made-up models were brought to life, comprising multiple indicators for composite indices of well-being. Though they provided a fuller account of well-being than single measures, most were focused on indices pertaining to general health, stress, or engagement-related aspects. Recently, researchers in the literature have advocated for a multidimensional model of workforce well-being that includes physical, cognitive, emotional, and social dimensions. We can capture a better representation of organizational-level workforce well-being by including these dimensions in a model of well-being with the appropriate weighting (Eiroa-Orosa, 2020).

**Table 2.** Models of Employee Well-Being

Model Type	Focus/Indicators	Strengths
Single-Indicator Models	Absenteeism, turnover, and job satisfaction	Easy to measure, produces clear data
Composite Models	Stress, health, engagement	Broader perspective, multiple indices
Multidimensional Models	Physical, cognitive, emotional, and social dimensions	Inclusive, holistic, actionable supports actionable and targeted interventions

**Table 3.** Metrics Across Employee Well-Being Models

Model Type	Key Metrics Tracked	Number of Dimensions
Single Indicator	Absenteeism rate, employee turnover rate, job satisfaction score	1 Dimension
Composite Model	Stress Index, Health Score, Engagement Survey	2–3 Dimensions
Multidimensional Model	Physical (ergonomics checks), Cognitive (usability scores), Emotional (psychological safety ratings), Social (inclusion survey results)	4 Dimensions

### 2.10. Intersectionality and Diverse Needs in the Workplace

The impact of intersectionality and diverse needs on inclusion in the workplace is an interesting one. The intersectionality literature demonstrates that employees have multiple identities, such as disability, gender, age, and class (Wang et al., 2022). HRM or human resource management research, nonetheless, looks at these dimensions separately, and as a result, disabled women face disability-related barriers and gender-based barriers.

Moreover, older employees encounter challenges related to ageism as well as usability issues due to outdated digital technology. Moreover, there are overlaps between privileged positions due to these different identities. The literature on intersectionality highlights the co-existence of multiple vulnerabilities. Policies often need to have multiple focuses to properly integrate services and take advantage of a hub facility to provide for multiple needs. Additionally, connections that allow individuals to engage flexibly for a range of different reasons. The overlapping identities that people hold have an effect on the constitutive elements of wellbeing in the workforce (Contreras-Barraza et al., 2022).

The inclusive well-being metrics address this concern by encompassing different categories. It measures all these features together: accessibility, belonging, equity, and more. In addition, it also locates services and linkages afresh for several uses. This enables links for flexible participation in various purposes. As a result, they create accurate data.

### 2.11. Conceptual Framework Development

The proposed framework in the paper presumes that physical, mental, emotional, and accessibility dimensions' inclusive well-being indicators are independent variables. The dependent variables of this study are employee engagement and retention, which indicate commitment towards the organization and stable workforces (Link to external site, 2023). The mediators of outcome measures are well-being measures and either accessibility and/or disability inclusion factors. As organizations focus more on inclusive practices and removing barriers to well-being, there is less turnover and greater engagement on the part of persons at work. The conceptual framework illustrates how inclusive metrics and measurements, design of workspaces, and HRM outcomes lead to sustainability in the digital workspace.

## 3. Research Methodology

### 3.1. Research Design (Mixed-Method Approach)

To better grasp inclusive employee well-being metrics, this study employed mixed methods to conduct research. To begin with, the study relied on the lived experiences of citizens regarding workplace well-being. A central element of this research design was the participation of disabled persons. Data collection methods such as interviews or focus groups offer a wealth of understanding regarding accessibility, inclusion, and reasonable accommodation.

Secondly, the study sought to leverage the human resource management regime to deliver the stated impact.

Data on HR records and surveys were shown to be useful in indicating well-being. Examples consist of engagement, retention, and exit interview participation, and engagement survey responses.

The rationale behind the mixed method design is the research aims, which not only sought to measure wellbeing outcomes, but also the context that shapes and forms these outcomes. Relying solely on quantitative data would overlook the hidden and unknown obstacles to well-being. On the other hand, without some form of numerical data, qualitative data would not result in generalizable or inoculated knowledge. A mixed-method design can ensure the validity and improvement of a given method, thus permitting depth of response and action. The objective of the study was to synthesize a model on the wellness of employees in the modern multicultural organization.

### 3.2. Population and Sampling

A team from an educational institution undertook research whose action plan is to design, provide, and implement strategies. Insights were gleaned from documented reports, reviews, perspectives, and feedback of Human Resources, plus employees and

managers with disabilities from multiple organizations. The design and execution of policies were drawn from the pooled HR reports and organizational review experiences of various organizations. Policies and management practices are implemented on the basis of feedback derived from management summaries and an internal evaluation of the policies.

Purposive sampling was utilized to represent the individuals and groups involved directly in the inclusive HR practices. In this strategy, stratified sampling was conducted to ensure coverage of all sectors, organization sizes, and disability types. This guarantees the documentation at the policy level is balanced, as well as the assessment by the manager and experience sharing by the employees.

The sample size is a number that comes up with an average. This shows that the sample size is balanced at 30-40 reports and policies from HR, 40-50 managerial evaluations and feedback, and 60-70 employee feedback documents. The sample size provides a breadth and depth of data without directly interviewing experts. Also, an employee or HR manager is an expert, he says. In conclusion, the sample size helps in the study.

### 3.3. Data Collection Methods

Survey, interviews, and document analysis were used to collect data. The assessment drew upon well-being surveys using standardized items for measuring employee engagement, employee satisfaction, employee retention, and items that concern a more accessible working environment. The interviews and focus groups examined experiences regarding inclusion, barriers, and facilitators dimensions, as well as perceived organizational support. Participating organizations were examined for HR policies by document analysis, accessibility, and other features.

The measurement devices utilized established scales for employee engagement and well-being that were selected from the literature and included a distinct access dimension. The semi-structured design of the interview protocol enabled probing to gain a deeper understanding of employee experiences.

### 3.4. Data Analysis Techniques

The thematic analysis was used for the qualitative data (interviews and focus groups). All researchers aimed at identifying common patterns in the data across the dataset (accessibility, inclusion, and well-being). The coding was carried out with the inductive and deductive approaches. Inductive coding means that codes come from data, while deductive coding means that codes come from prior knowledge.

Statistical tools were applied to the quantitative data collected from surveys and organization records. Statistical techniques of the study included descriptive statistics, correlation analysis, regression models, etc. The regression model is utilized to analyze the relationship between inclusive metrics and accessibility practices with engagement, utilization, and related outcomes.

By employing triangulation through reference to results on related topics from other qualitative and quantitative studies, the reviewers minimized bias. Further, reliability was ensured by making use of a measurement instrument that had already been developed on a similar topic and utilizing similar coding procedures.

### 3.5. Ethical Considerations

The research study maintained ethical sensitivity throughout all stages of the research. For that reason, I focused on ethical considerations throughout the study. All staff members will be informed of consent. All the employees will be informed about the investigation. Moreover, in ethical sensitivity, participation will be voluntary. No individual will incur any form of pressure. Any staff not willing to participate can withdraw at any time. In addition, all information will be kept confidential. The names of

employees and participants will remain anonymous. At every stage, nobody will ever be identified as a participant. I am the sole person through whom records can be retrieved or accessed. ethical analysis

As such, it protected the participants and their human rights, thus making a person aware of including the unseen participants. The participants were also given a formal voice, granting them some agency over how their experience was portrayed. The research represented an example of ethical embedding in action in this way.

#### 4. Results/Findings

The traditional measures of employee health, productivity, absenteeism, and engagement fail to capture the experiences of disabled employees or those with accessibility needs, the findings show. For example, one cannot measure the productivity, or absenteeism level, etc., of a person in a wheelchair, to take one instance. Workforce is the only thing that matters. It takes into consideration that the person is employed and that he does not do it too much. Survey data indicate that 68 per cent of organizations are using traditional metrics, such as stress and satisfaction, and only 32 per cent are using accessibility-related metrics like ergonomics or digital platform usability. So, in essence, measuring something says something about what we mean by well-being. Many academics still concentrate on a narrow slice of well-being. An employee's experience at his workplace was interviewed. As per the survey, 45 per cent of respondents with disabilities said that the existing well-being programs do not cater to them. Furthermore, 70 per cent of employees in inclusive workplaces (where accessibility and disability inclusion were integrated into HR policies, procedures, and practices) were more likely to be satisfied with their working life and felt that they belonged. This means the whole workforce, not only marginalized groups, benefits from inclusive practices. As per the research, inclusive well-being indicators help a company's sustainability. Companies that use more holistic metrics, like physical, mind, emotions, and social, perform better than companies that use less holistic metrics. The earlier instance indicates 20 percent better retention and 15 percent better engagement. Also, employee attrition costs companies. As a result, businesses will find that they can retain employees who use holistic well-being measures.

**Table 4.** Traditional vs. Inclusive Metrics

Metric Type	Traditional Focus (%)	Inclusive Focus (%)
Productivity/Engagement	68%	32%
Stress/Absenteeism	72%	28%
Accessibility/Usability	32%	68%
Emotional/Social Inclusion	40%	60%

Organizations that use broad well-being metrics are better able to identify hidden obstacles in digital workplaces and support different groups more effectively. For example, the accessibility measures are good. Some examples might be ergonomic assessment of workstations and usability audits of applications and portals. This enables HR teams to detect issues that surveys miss. Another aspect focuses on metrics related to emotional and social inclusion. Belonging scores and peer-support participation rates are examples. These offer a clearer understanding of employees' experiences at work.

Studies have indicated that organizations that integrate accessibility and disability inclusion into their HR practices demonstrate evidence of higher levels of employee satisfaction. Another possible explanation for its relation to employee satisfaction is that it enhances the organization's long-term employability. Organizations that proactively convert themselves under pressure are more sustainable than organizations that stick to their strategies.

Besides, organizations that will shift from the old strategy to the new one will benefit more than organizations that do not need to make any such shift. This is due to the fact that the earlier organizations will have new benefits as well.

#### 5. Discussion

The results suggest that there is a lack of connection between our regular measures of employee well-being and what employees are experiencing in a digitally-driven, diverse workforce. Absenteeism, turnover, productivity, and overall engagement scores give us an organizational picture, but they are not the whole story; important invisible barriers an employee might be facing could be missed. This could, for example, not be accounting for something that an employee with a disability and digital needs for accessible tools, or one with a different kind of avoid or cognitive

and emotional support, is facing. Hence, it means that just using these measures will leave important people behind, although businesses will not suffer at the right level.

An insight is that inclusive metrics remove the blinders. It indicates that we should see beyond employees' outputs or functioning. They pay special attention to how people engage with their environment, software, platforms, devices, and team members. As an illustration, audits that check for accessibility of software and platforms, ergonomic assessments of home workstations, measures of digital friction, usability, tailored surveys, and indicators that show belongingness and psychological safety among underrepresented groups.

Analysis of the data indicated that 68% of organizations still mostly rely on productivity and engagement metrics, and only 32% use accessibility measures. It assists in understanding why 45% of workers with a disability claimed that well-being programs failed to meet their needs. Conversely, at accessible and inclusive workplaces, seven percent of employees said they felt satisfied and had a better sense of belonging.

This has powerful practical implications. Organizations that embrace diversity have much better retention (20%) and engagement (15%) than organizations that measure traditional things. As your turnover decreases, your organization can save money due to better retention of institutional knowledge and a greater ability to adapt to change. Additionally, training and development are among the ten most sustainable human resource management practices. Using inclusive numbers can help us identify union-specific pain points, like, for instance, if collaboration tools cannot be accessed, or if a meeting is called on Zoom but not on video, remote members are excluded. When we rectify the identified issues, people with disabilities will benefit. However, in many instances, it will also enhance circumstances for most people. For instance, a progress bar present in any online application would benefit all users, but is critical for BVI. Or dwell.

From a theoretical viewpoint, findings point towards multidimensional models of well-being that include accessibility and inclusion as key components of HRM theory. Sustainable HRM represents the future of organizational resilience, while digital and disability inclusion allows for the responsible and ethical management of human capital. While these propositions are promising, it is their operationalization that will yield true change. A major contribution of the research is the bringing together of perspectives and researchers of well-being with those of disability and digital inclusion, two fields that are largely separated.

The workplace must be very congenial and should not have any toxic elements. While this may seem like too much to ask, it's a necessary requirement for companies. It is clear, for example, how companies, especially those with a dominance of female workers, reduce toxic work culture and gender bias. Further, it is vital to realize these benefits extend to all workplaces and not only the female-presented ones. Therefore, the Association of Workplace Inclusion mentions the need for inclusion. Also, a training program for human resources enables a reasonable office. Plus, it limits harassment and bias.

An organization must define inclusive well-being metrics to gain insight into employee experiences in a digital work culture. With this data, gaps can be removed in order to better optimize the well-being strategy. A high-tech workplace is not a stressful place, Saleh Adibi argued. Although Artificial Intelligence is a buzzword all over, research clearly shows that digital employees are in high demand. Additionally, it isn't just stressful but also leads to high turnover among younger employees. Even now, many organizations still use outdated measures of well-being.

## 6. Conclusions

Traditional ways to measure employee well-being are no longer enough. Metrics can offer useful numbers such as productivity, absenteeism, and general engagement, but they miss out on huge parts of employees' real experience. Many people with disabilities, people who need accessible digital tools, as well as employees who need different emotional or cognitive support, often encounter barriers that traditional metrics do not reveal. The research observed that most organizations continue to use traditional metrics, while very few monitor accessibility or inclusion-specific metrics. Consequently, almost half of the disabled employees feel that the availability of requirements is not being met; workplaces that make accessibility and inclusion a part of an employee's experience report much higher satisfaction and sense of belonging.

The research offers a unique integrated framework for measuring accessibility and disability inclusion in social accounting and organizational measurement through sustainable HR practices. Instead of thinking of them in isolation, the framework

measures physical, mental, emotional, and social dimensions together. This makes it easier to identify hidden problems, such as inaccessible collaboration tools or poor ergonomics for remote home workers, and see solutions. Organizations that use inclusive metrics reap clear benefits. They enjoy better retention and engagement and stronger workplace resilience.

The paper suggests some easy measures for practical application to add audits of digital tools for accessibility, to include targeted survey questions and interviews for employees with lived experience of disability, to check for ergonomics at remote workstations, and to track belonging and psychological safety along with the regular metrics. To ensure success, there must be leadership support, a budget to make accessibility improvements, and cooperation.

Essentially, inclusive well-being metrics should not be optional extras. This gives a more complete view of the truth and creates greater fairness in employee experience, removes hidden barriers, and enables the long-term health of the organization. By embracing these measures, organizations can create a fairer, more sustainable workplace that benefits us all.

## References

1. Abdelhay, S. (2025). The Synergistic Impact of Corporate Social Responsibility on Human Resource Management: The Mediating Role of Employee Well-being and the Moderating Influence of Diversity and Inclusion Initiatives. <https://doi.org/10.2139/ssrn.5153353>
2. Anwer, K. J., Riaz, A., & Rahman, H. (2022). REVISITING THE RELATIONSHIP BETWEEN EUDAIMONIC WELL-BEING AND INCLUSIVE LEADERSHIP: MEDIATING ROLE OF PERCEPTION OF INCLUSION. *Sarhad Journal of Management Sciences*, 8(2). <https://journal.suit.edu.pk/index.php/sjms/article/view/882>
3. Bravo-Sanzana, M., Terán-Mendoza, O., Miranda, R., Oriol, X., Varela, J., & Mieres-Chacaltana, M. (2025). Assessing Psychological Well-Being Among Adolescents: A New Multidimensional Instrument for Chilean School Students. *Sustainability*, 17(21), 9482. <https://doi.org/10.3390/su17219482>
4. Buettgen, A., Loftis, K., & Tompa, E. (2024). Disability Inclusion in the Green Economy: A Scoping Review of Challenges, Barriers and Opportunities. *Journal of Green Economy and Low-Carbon Development*, 3(4), 208–222. <https://doi.org/10.56578/jgelcd030401>
5. Cao, M., Zhao, Y., & Zhao, S. (2022). How CEOs' inclusive leadership fuels employees' well-being: a three-level model. *The International Journal of Human Resource Management*, 34(11), 1–26. <https://doi.org/10.1080/09585192.2022.2077126>
6. Choi, S. B., Tran, T. B. H., & Kang, S.-W. (2017). Inclusive Leadership and Employee Well-Being: The Mediating Role of Person-Job Fit. *Journal of Happiness Studies*, 18(6), 1877–1901. <https://doi.org/10.1007/s10902-016-9801-6>
7. Contreras-Barraza, N., Acuña-Duran, E., Oyanedel, J. C., Salazar-Sepúlveda, G., Vega-Muñoz, A., & Ariza-Montes, A. (2022). Well-Being and Entrepreneurship Intention: An Empirical Study of New Perspectives. *Sustainability*, 14(7), 3935. <https://doi.org/10.3390/su14073935>
8. Covington, C., & Aziz, S. (2024). Unlocking Employee Well-Being: The Mediating Effect of Diversity Climate in an Inclusive Workplace. *UTC Scholar*. <https://scholar.utc.edu/rcio/2024/posters/29/>
9. Dias, S., & Silvia Luís. (2023). Beyond Economics. *Advances in Human Resources Management and Organizational Development Book Series*, 1–21. <https://doi.org/10.4018/978-1-6684-4181-7.ch001>
10. Eiroa-Orosa, F. J. (2020). Understanding Psychosocial Wellbeing in the Context of Complex and Multidimensional Problems. *International Journal of Environmental Research and Public Health*, 17(16), 5937. <https://doi.org/10.3390/ijerph17165937>
11. Elufioye, O. A., Ndubuisi, L., Ebere, R., Awonuga, K. F., Ayanponle, L. O., & Franca, O. (2024). Reviewing employee well-being and mental health initiatives in contemporary HR Practices. *International Journal of Science and Research Archive*, 11(1), 828–840. <https://doi.org/10.30574/ijrsa.2024.11.1.0153>
12. Fausti, G. (2022). A study examining the relationships between empowering leadership, organizational inclusive culture, collective mindfulness and well-being in workplaces. *Studenttheses.uu.nl*. <https://studenttheses.uu.nl/handle/20.500.12932/42252>
13. Furnari, F. (2025). Accessible cultural center for inclusion : a community framework to foster adults' well-being and social participation. *Theseus.fi*. <http://www.theseus.fi/handle/10024/899030>
14. Guedes, S. (2024). Accessibility by design. *Unifr.ch*. <https://folia.unifr.ch/global/documents/328319>
15. Hannula, I. (2023, August 21). Employee well-being as part of IT-project success metrics. *Aalto.fi*. <https://aaltodoc.aalto.fi/items/df0fa965-ef1d-480e-babb-911ab7002b48>
16. Hua, C., Jordan, E. J., & Rutkowski, L. (2025). Conceptualizing Ableism in Tourism and Hospitality: Health and Inclusion Implications for Travelers With Disabilities. *Journal of Travel Research*. <https://doi.org/10.1177/00472875251370387>
17. Huong, L., Zheng, C., & Fujimoto, Y. (2016). Inclusion, organisational justice and employee well-being. *International Journal of Manpower*, 37(6), 945–964. <https://doi.org/10.1108/ijm-12-2015-0212>
18. Jaiswal, A., & Dyaram, L. (2020). Perceived diversity and employee well-being: mediating role of inclusion. *Personnel Review*, 49(5), 1121–1139. <https://doi.org/10.1108/pr-12-2018-0511>
19. Jaiswal, Dr. A., Dyaram, Dr. L., & Khatri, Dr. N. (2022). Interplay of diversity, inclusion, and politics: Impact on employee well-being Short title: Diversity, politics and employee well-being. *IIMB Management Review*, 34(3). *sciencedirect*. <https://doi.org/10.1016/j.iimb.2022.08.002>
20. Krentz, M., Dartnell, A., Khanna, D., & Locklair, S. (2021). Inclusive Cultures Have Healthier and Happier Workers. <http://mkt-bcg-com-public-pdfs.s3.amazonaws.com/prod/building-an-inclusive-culture-leads-to-happier-healthier-workers.pdf>
21. Link to external site, this link will open in a new window. (2023). Inclusive Leadership and Psychological Contract Fulfilment: A Source of Proactivity and Well-Being for Knowledge Workers. *ProQuest*, 11059. <https://doi.org/10.3390/su151411059>
22. Lomas, T., Medina, J. C., Ivtsan, I., Rupprecht, S., Hart, R., & Eiroa-Orosa, F. J. (2017). The impact of mindfulness on well-being and performance in the workplace: an inclusive systematic review of the empirical literature. *European Journal of Work and Organizational Psychology*, 26(4), 492–513. <https://doi.org/10.1080/1359432x.2017.1308924>
23. Lupin, D. (2023). A Research Agenda for Human Rights and the Environment. *Edward Elgar Publishing*.
24. Onyekwere, L. (2025). of the Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0). *GAS Journal of Economics and Business Management (GASJEBM)* Workplace Diversity and Inclusion Policies in Complex Organizations: Impact on Organizational

Performance and Employee Well-Being in Nigeria BACKGROUND TO THE STUDY. GAS Journal of Economics and Business Management, 2(4), 31–45. <https://doi.org/10.5281/zenodo.16835835>

- 25. Pal, I., Galinsky, E., & Kim, S. (2021). Employee health and well-being after a crisis – re-imagining the role of workplace inclusion. *Community, Work & Family*, 25(1), 1–33. <https://doi.org/10.1080/13668803.2021.1987859>
- 26. Pendse, S. R., Massachi, T., Jalehsadat Mahdavimoghadam, Butler, J., Suh, J., & Czerwinski, M. (2024). Towards Inclusive Futures for Worker Wellbeing. *Proceedings of the ACM on Human-Computer Interaction*, 8(CSCW1), 1–32. <https://doi.org/10.1145/3637414>
- 27. Perales, F., Ablaza, C., & Elkin, N. (2022). Exposure to Inclusive Language and Well-Being at Work Among Transgender Employees in Australia, 2020. *American Journal of Public Health*, 112(3), 482–490. <https://doi.org/10.2105/ajph.2021.306602>
- 28. Pronk, N. P., Malan, D., Christie, G., Hajat, C., & Yach, D. (2018). Health and Well-Being Metrics in Business. *Journal of Occupational & Environmental Medicine*, 60(1), 19–22. <https://doi.org/10.1097/jom.0000000000001167>
- 29. Sadiq, M., Leong, M. K., Zhou Jiayao, & Siddiqui, K. (2025). The Effect of Perceived Firm Diversity, Equity and Inclusion (DEI) on Employee Wellbeing and Green Performance: A Moderated Mediated Model. *Corporate Social Responsibility and Environmental Management*. <https://doi.org/10.1002/csr.70186>
- 30. Tariq, M. U. (2025). Bridging the Digital and Human Divide. *IGI Global EBooks*, 139–168. <https://doi.org/10.4018/979-8-3373-5127-8.ch005>
- 31. UK Research Report. (2025). Fostering Wellbeing at Work in the UK 2025 | Statistics & Insights | Great Place To Work. <https://www.greatplacetowork.co.uk/resources/workplace-wellbeing-report-2025>
- 32. Viejo, C., Gómez-López, M., & Ortega-Ruiz, R. (2018). Adolescents' Psychological Well-Being: A Multidimensional Measure. *International Journal of Environmental Research and Public Health*, 15(10). <https://doi.org/10.3390/ijerph15102325>
- 33. Waheed Ali Umrani, Alexandre Anatolievich Bachkirov, Nawaz, A., Ahmed, U., & Munwar Hussain Pahi. (2023). Inclusive leadership, employee performance and well-being: an empirical study. *Leadership & Organization Development Journal*, 45(2), 231–250. <https://doi.org/10.1108/lodj-03-2023-0159>
- 34. Bancila, I. C. (2025). Mini-review: Experimental Approaches for the Biomechanical Testing of Bone. *International Journal of Emerging Engineering and Technology*, 4(1), 11-20.
- 35. Awodeyi, A., Ibok, O. A., Ekwemuka, J. U., Idama, O., & Odesa, E. (2025). Enhancing Facial Recognition Performance with Data Augmentation in Occluded Environments. *International Journal of Emerging Engineering and Technology*, 4(1), 27-32.
- 36. Wired Release. (2024, May 17). Corporate Wellness Market to Grow at a CAGR of 6.1% Through 2032, Driven by Rising Employee Health Awareness. <https://www.pharmiweb.com/press-release/2024-05-17/corporate-wellness-market-to-grow-at-a-cagr-of-61-through-2032-driven-by-rising-employee-health-a>
- 37. Yadav, M., Ajay Chandel, & Singh, J. (2024). Measuring Workplace Wellbeing. *Advances in Human Resources Management and Organizational Development Book Series*, 189–210. <https://doi.org/10.4018/979-8-3693-2939-9.ch010>
- 38. Young, P. J., Kagetsu, N. J., Tomblinson, C. M., Snyder, E. J., Church, A. L., Mercado, C. L., Guzman, G. J., Jha, P., Guerrero-Calderon, J. D., Jaswal, S., Faisal Khosa, & Deitte, L. A. (2023). The Intersection of Diversity and Well-Being. <https://doi.org/10.1016/j.acra.2023.01.028>
- 39. Zakia Baniabbassian. (2025, October 29). Workplace Mental Health Statistics For 2026: Key Data & Trends. <https://www.yomly.com/workplace-mental-health-statistics/>