

Winner //

ZENITH MENTAL HEALTH, BRAZIL

Recognises organisations that have harnessed research and insights to gain a deep understanding of an employee population and implemented support initiatives as a result of it.

When Grupo Mast, a leading occupational health provider in Brazil, began to experience high levels of absenteeism, staff turnover, and reduced productivity among its administrative teams, the company turned to Zenith Mental Health for support. Despite being a healthcare organisation, internal data revealed growing psychosocial strain among employees – particularly linked to leadership behaviours. Errors were increasing, engagement was dropping, and leaders themselves were showing signs of burnout.

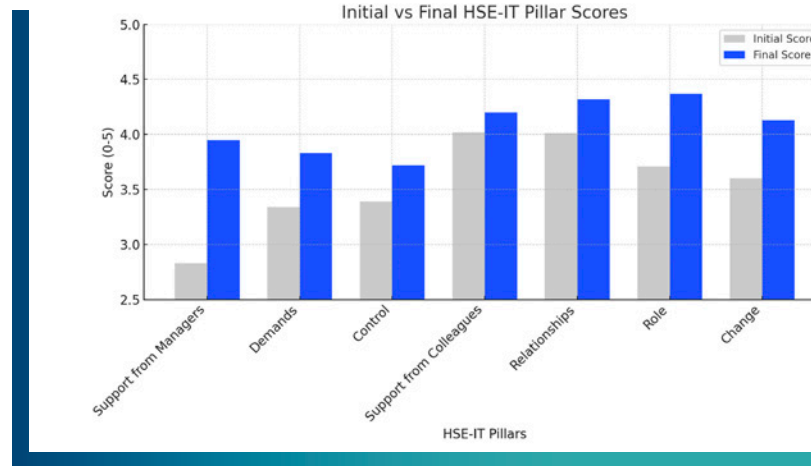
To address this, Zenith designed a longitudinal experimental study involving 355 employees and leaders from across Grupo Mast. The aim was to identify the root causes of stress, measure organisational risk, and implement an evidence-based intervention to strengthen mental wellbeing and performance.



The programme helped managers improve emotional awareness, communication, and responsiveness to team needs.

A Science-Based Strategy for Cultural Change

Zenith began with a detailed psychosocial diagnosis using the HSE-IT tool from the University of Birmingham, which measures seven key dimensions of workplace stress: Demands, Control, Support from Managers, Support from Colleagues, Relationships, Role, and Change. Zenith's AI analysis produced a confidential team- and company-level overview, grading each pillar from 0 (high risk) to 5 (optimal condition).



The HSE-IT tool measures seven pillars of organisational stress: Demands, Control, Support from Managers, Support from Colleagues, Relationships, Role, and Change

The initial company score of 3.48 indicated moderate psychosocial risk, with Support from Managers being the weakest at 2.83. In response, Zenith designed a six-month leadership intervention combining cognitive-behavioural group sessions, psychodrama techniques, and personalised digital training. The programme helped managers improve emotional awareness, communication, and responsiveness to team needs.

Tangible Results and Organisational Impact

After six months, the follow-up HSE-IT assessment revealed a clear positive shift. The overall company score rose to 4.07, a 16.95% improvement, with

Support from Managers increasing to 3.95. All remaining pillars improved, including Demands (3.83), Control (3.72), Relationships (4.32), and Support from Colleagues (4.20).

A sensitivity analysis confirmed an 81% adherence rate, ensuring statistical reliability. Results also aligned with FMEA Risk Matrix compliance standards, validating the study for publication. The findings showed that targeted leadership development not only improved managerial behaviour but also enhanced team cohesion, communication, and psychological safety across the organisation. ■

Judges' comments

- ✦ This shows the power of selecting one key action area and driving it forward.
- ✦ An impressive example of using robust science-based insight gathering to identify an issue and then intervening to deliver improvements.

HIGHLY COMMENDED

→ Alzheimer's Society

SHORTLISTED

→ Affinity Health at Work

→ Swizzels

→ World Wellbeing Movement

→ Alzheimer's Society