

Best Use of Research and Insights

AWARDS

THIS CAN HAPPEN GLOBAL.

In association with

A&O SHEARMAN

THE INTERNAL SUPPORT AWARDS

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.

This integrated approach combined psychosocial risk management with early clinical intervention to improve working conditions, support at-risk employees and deliver measurable business impact across HDI Brazil.

HDI's Brazilian operation employs 4,344 people and faced Brazil's new NR-1 requirement to assess and record psychosocial risks within its mandatory occupational risk management programme. Rather than treating compliance as the goal, HDI wanted to understand what drove workplace distress and identify employees needing support before their mental health deteriorated.

Zenith Mental Health developed an evidence-based approach addressing both the conditions teams share and employees' individual health needs.

From Risk Identification to Targeted Action

Every employee completed the validated HSE-IT questionnaire, assessing seven dimensions of the working environment including Demands, Control, Support, Relationships, Role and Change. Results identified team-level risk, feeding into an FMEA process that prioritised risks, assigned owners and defined actions.

Employees identified as potentially at risk were simultaneously screened using the DSM-5 Level 1 assessment and, where required, assessed by occupational physicians using validated clinical tools. They were then connected to appropriate care, including psychotherapy and psychiatry, while follow-up assessments tracked progress.



Zenith Mental Health's partnership with HDI Brazil combines workplace risk insights with early clinical support to deliver measurable prevention

In parallel, Zenith and HDI HR business partners developed targeted action plans and leadership training for teams based on their specific risk profiles. This created a continuous loop between identifying workplace risks, supporting individuals and addressing underlying causes.

Results & Impact

The approach delivered significant organisational and individual improvements. Following action plans and leadership training, the proportion of teams in the moderate-risk category fell from 5.1% to just 0.6% – an 87.8% reduction, with no areas remaining at high risk.

At an individual level, 312 employees received clinical assessment, with a 94.2% Positive Predictive Value from the initial triage. Of those assessed, 76.3% required psychotherapy only, enabling early intervention, while those requiring additional psychiatric support were connected to appropriate care.

The business impact was equally significant. By preventing potential psychiatric absences, the programme generated an estimated R\$1.12 million in avoided costs against an investment of R\$83,511 – a 13.4x return. ■

Judges' comments

- + This submission stands out for its disciplined use of data to identify risks, target support and measure outcomes.
- + The entry demonstrates a sophisticated and evidence-based approach to prevention rather than simply measuring wellbeing.

Shortlisted

- Alzheimer's Society
- Awaris
- Edge Hill University
- Fertility Matters at Work