
Do We Mean What We Say?

- This activity looks at the difference between what *we talk about* as organizations and what people actually experience day to day.
- For each statement:
 - **Please stand** if this is something your organization regularly talks about.
 - **Remain standing** if you also see it consistently practiced.
 - If you don't see it practiced, go ahead and sit back down.





The Wellbeing ROI: A Script for Sustainable, High-Performing Culture

May 21, 2026

SMRT/

About SMRT

- 142 years in business, founded in 1884
- 120-person, interdisciplinary team
- Complex, new construction and renovation projects
- High energy-performing buildings
- Core markets:
 - Workplace
 - Health + Wellness
 - Education + Athletics
 - Life Sciences + Nutrition
 - Advanced Manufacturing
 - Government + Civic



ARCHITECTURE
ENGINEERING
PLANNING
INTERIOR DESIGN
SUSTAINABLE DESIGN
COMMISSIONING

Introductions



Jeana Stewart NCIDQ, LEED AP, WELL AP
Principal | Director of Workplace Practice



Sam Knight SHRM-CP, COEE
Human Resources Manager



The Wellbeing ROI: A Script for Sustainable, High-Performing Culture

This session uses SMRT Architects & Engineers as a real-world case study to demonstrate how to transition from "perks" to a defensible, data-driven culture of wellbeing. What makes this session unique is the duality of perspectives: an HR professional (Sam) and a workplace strategy expert (Jeana). Together, they bridge the gap between human-centric needs and strategic business outcomes. Participants will engage in facilitated networking to share their own burnout challenges and cultural wins.

LEARNING OBJECTIVES:

- **Communicate the ROI of Well-being:** Articulate the financial and strategic value of culture initiatives to senior leaders and stakeholders.
- **Leverage Data Analytics:** Use internal data and analytics to assess current employee experience, organizational culture, and the efficacy of well-being programs.
- **Enhance Engagement & Retention:** Identify and implement evidence-based strategies to strengthen talent retention and employee engagement.
- **Strengthen HR's Strategic Role:** Position HR as a vital strategic partner in high-level organizational decision-making.

Good morning!

- The Wellbeing ROI
- Wellbeing at SMRT
 - Why it matters
 - Certifications
 - Strategies & outcomes
- Group discussion – Make a plan! What are you already doing and what ideas will you take back to your own organization?



The Wellbeing ROI



**Happy people do
better work.**

“People who are thriving in life are **32%** less likely to be looking for a new job.”



Thriving in Life



Thriving at Work

ROI of Wellbeing:

The cost of not thriving:

- In 2025 low engagement cost the world economy **\$10 trillion** in lost productivity.
- Employees who are engaged but not thriving are at **61%** greater risk of burnout.
- **15% to 20%** of total payroll in voluntary turnover costs, on average, due to burnout.

Source: Gallup, *State of the Global Workplace: 2026 Report*
<https://www.gallup.com/workplace/215924/well-being.aspx>

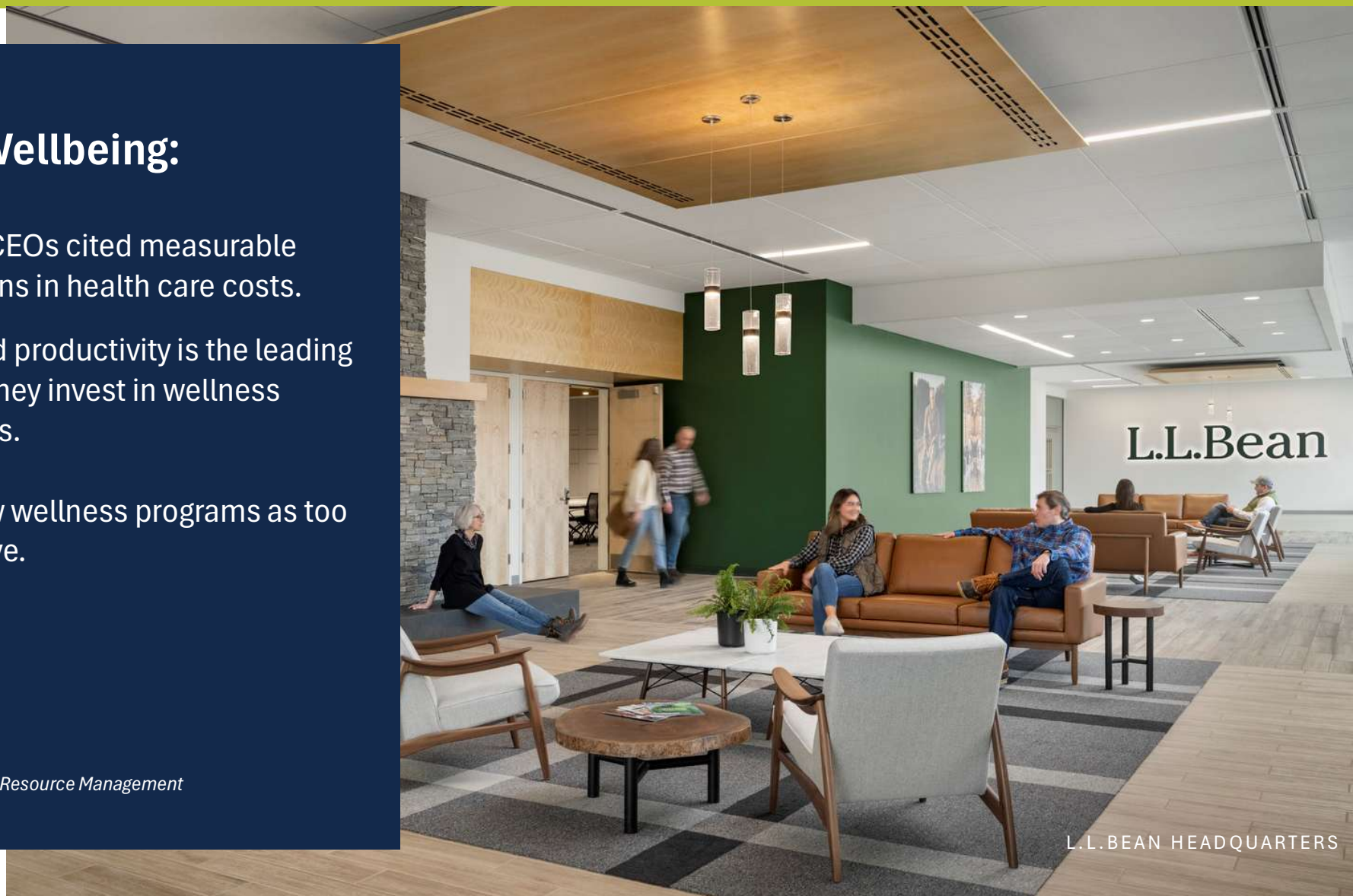


HOSPICE OF SOUTHERN MAINE
ADMINISTRATIVE OFFICES

ROI of Wellbeing:

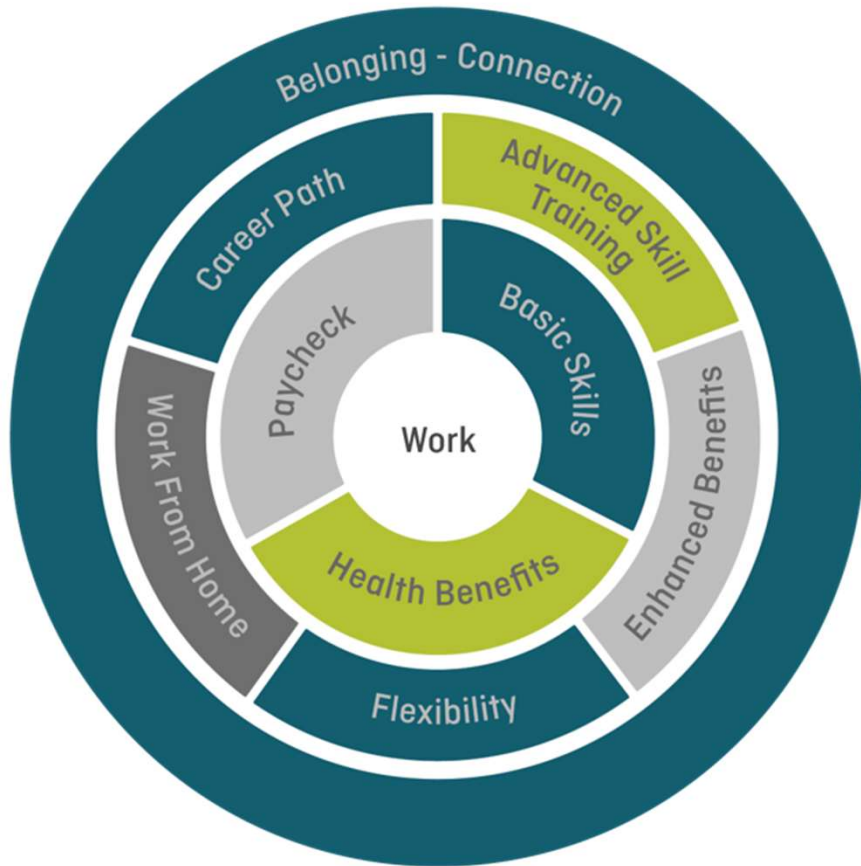
- **68%** of CEOs cited measurable reductions in health care costs.
- **56%** said productivity is the leading reason they invest in wellness programs.
- **29%** saw wellness programs as too expensive.

Society for Human Resource Management



L.L.BEAN HEADQUARTERS

Evolving Employee Expectations:



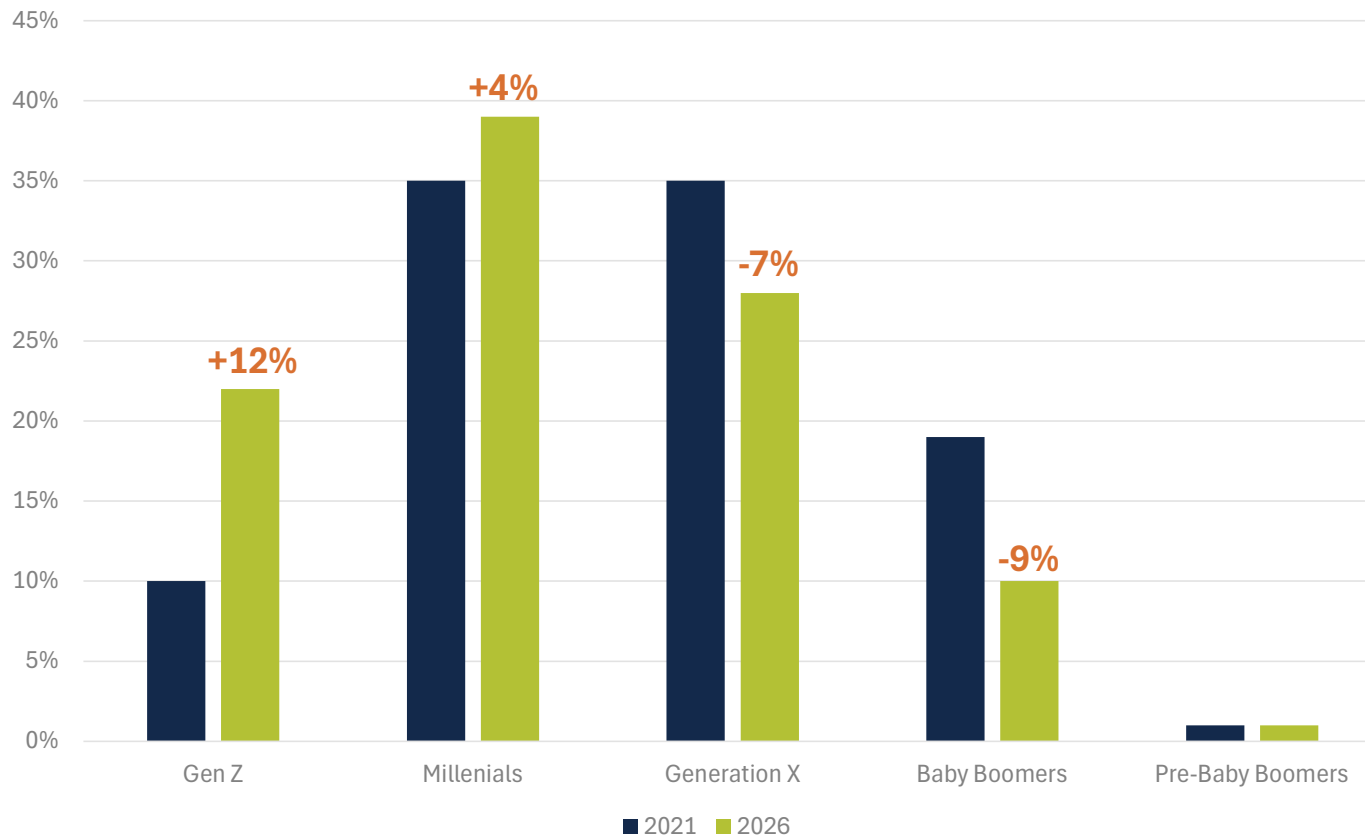
- **92%** agree that a company committed to employee health and well-being “stands out from the crowd.”
- **73%** say they would *not* apply to work for a company that does not proactively invest in employee health and wellbeing.

Wellbeing at SMRT



SMRT Employee Demographics

Percentage of Headcount by Generation



Wellbeing in A&E Is a Critical Industry Issue

The data is clear: stress, burnout, and mental health concerns are widespread—and persistent.

92%

of architecture professionals say work-related stress has negatively impacted their personal life
(Archinect)

60%

have considered leaving the profession due to mental health concerns
(Archinect)

54%

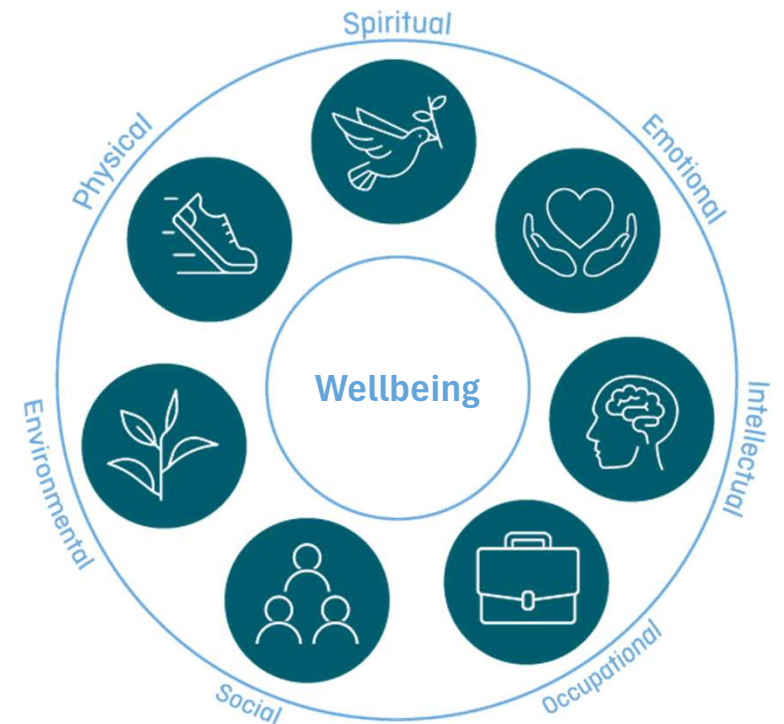
of architectural practice staff say their role is detrimental to their mental health and wellbeing
(RIBA)

69%

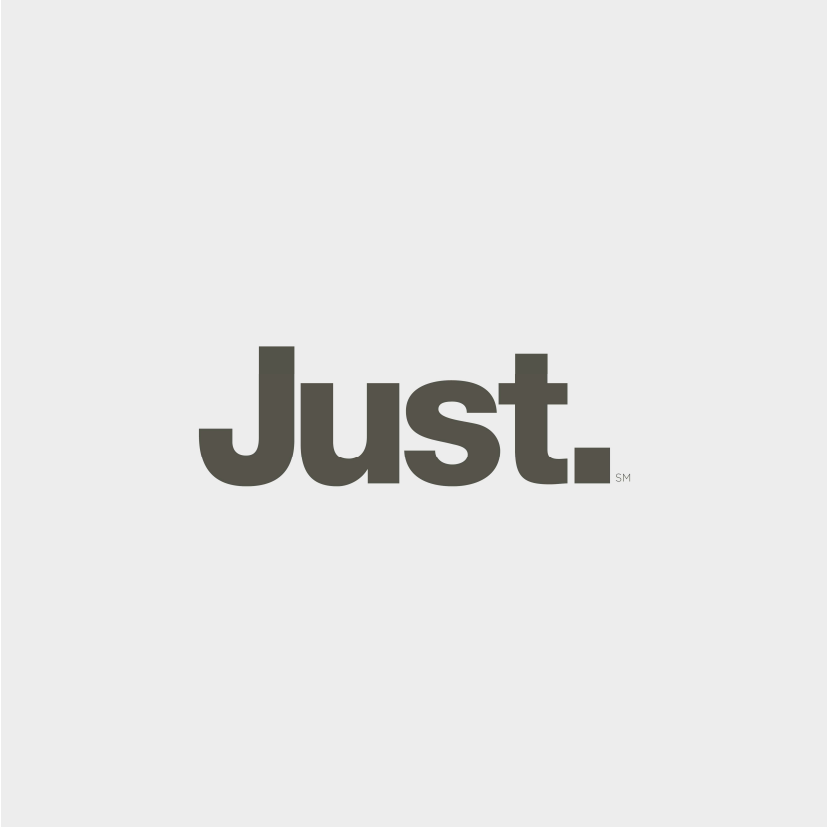
of engineers and architects report experiencing burnout
(EMI)

Wellbeing at SMRT

SMRT is committed to creating and supporting a thriving workplace culture. We understand that our people are at the core of our business, and employee wellbeing is not only fundamental to sustaining and growing the firm but also to shaping a better world. Providing meaningful work, choice, control, flexibility, social engagement, and a sense of belonging all contribute to employee wellbeing.



WELL + JUST



WELL



AIR



WATER



NOURISHMENT



LIGHT



MOVEMENT



THERMAL
COMFORT



SOUND



MATERIALS



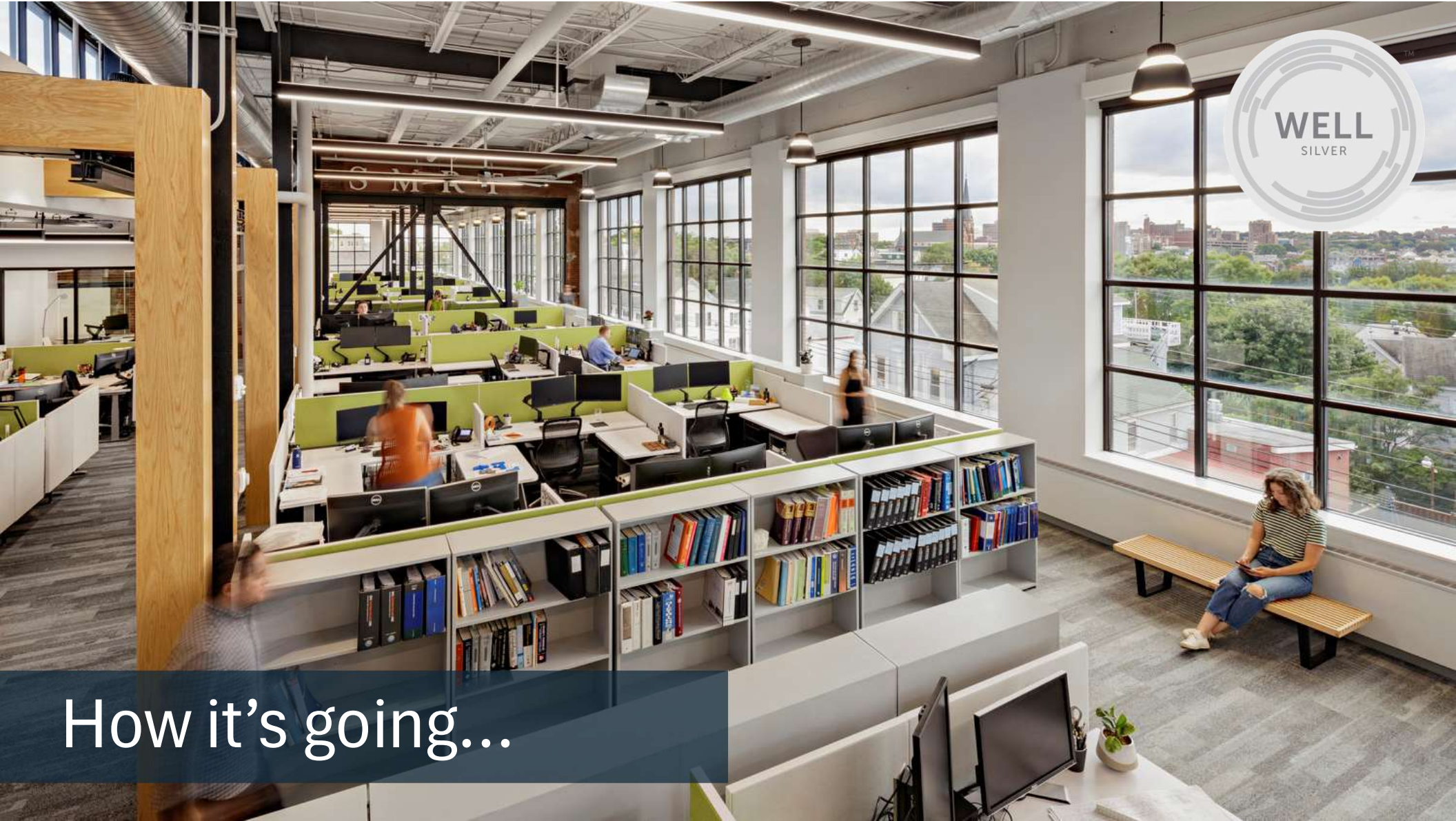
MIND



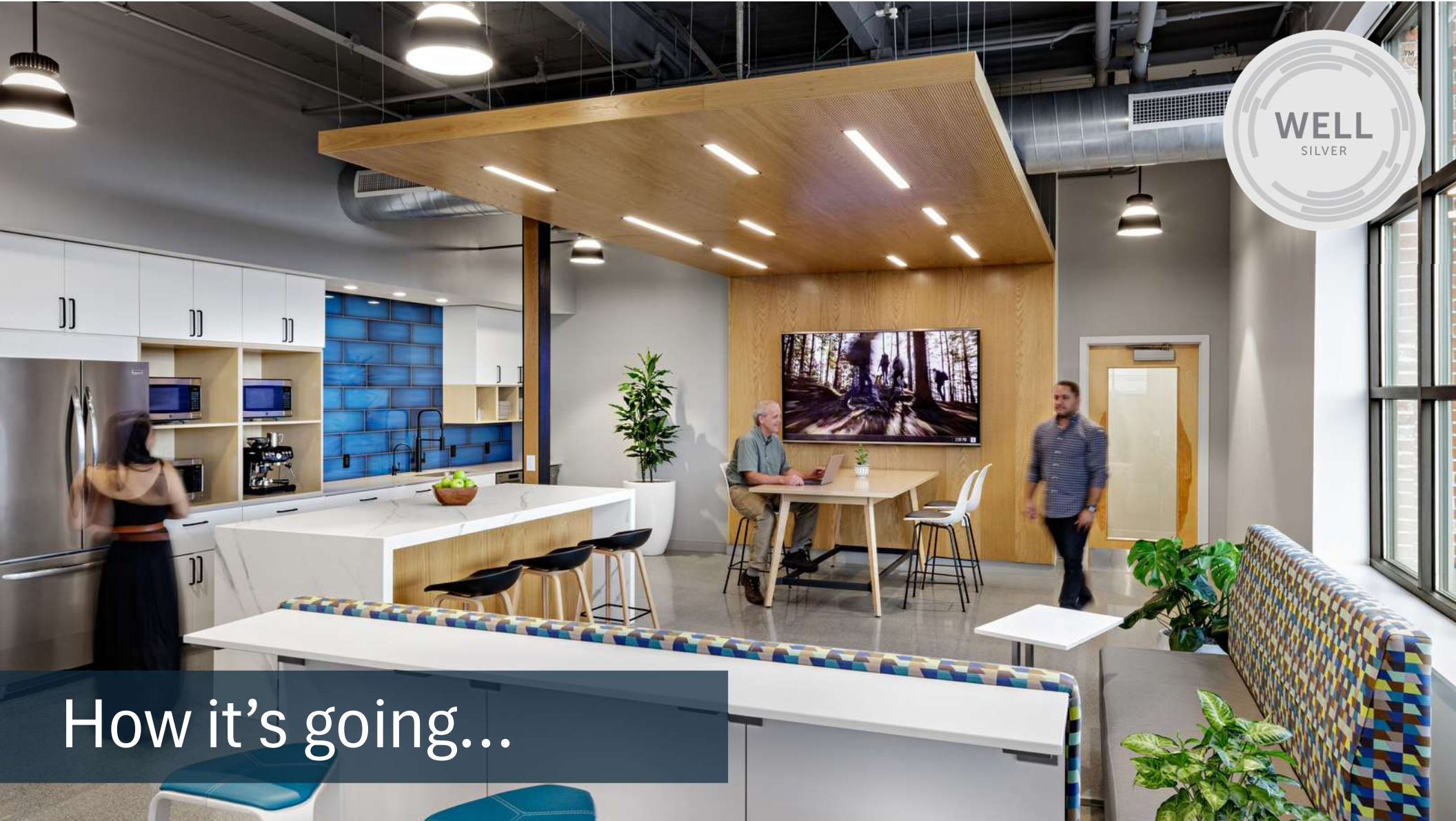
COMMUNITY



How it started...



How it's going...



How it's going...

JUST Label

- The JUST® Label is a voluntary workplace transparency framework developed by the International Living Future Institute
- Designed to help organizations evaluate and disclose practices related to equity, wellbeing, and employee experience
- Encourages transparency around policies, workload expectations, equity, and workplace practices rather than relying on intent alone

Just.

Organization Name: SMRT Architects & Engineers
Organization Type: Architecture
Headquarters: Portland, Maine
Number of Employees: 133

Social Justice Indicators:

| | |
|----------------------------------|--------------------------------------|
| Diversity & Inclusion | Employee Benefits |
| ■■■■ Gender Diversity | ■■■■ Health Care |
| ■■■■ Ethnic Diversity | ■■■■ Retirement Provision |
| ■■■■ Inclusion | ■■■■ Family/Medical Leave |
| ■■■■ Engagement | ■■■■ Training/Education |
| Equity | Stewardship |
| ■■■■ Full-Time Employment | ■■■■ Local Communities |
| ■■■■ Pay-Scale Equity | ■■■■ Volunteering |
| ■■■■ Freedom of Association | ■■■■ Animal Welfare |
| ■■■■ Living Wage | ■■■■ Charitable Giving |
| ■■■■ Gender Pay Equity | ■■■■ Positive Products |
| Employee Health | Purchasing & Supply Chain |
| ■■■■ Physical Health | ■■■■ Equitable Purchasing |
| ■■■■ Well-Being | ■■■■ Supply Chain |

THE SOCIAL JUSTICE LABEL 2.0
SMR-001 EXP. 04/01/2026

INTERNATIONAL LIVING FUTURE INSTITUTE™

Employee Outreach & Feedback



Morale

Positive recognition

Access to mental health resources

Goal setting & growth opportunities

Flexible schedule

Welcoming & inclusive culture

Collaborative work environment

I can bring my authentic self to work

I have friends at work



Metrics are warning signs, not conclusions.
Context and conversation matter.



Current Headcount

124

Headcount is up ▲ 8 from this time last year, and trending up ▲ 6 in the past three months.

Turnover Rate (Last 12 Months)

12.7 %

Turnover Rate is down ▼ 17.0 points from this time last year, and trending down ▼ 10.2 points over the past three months.

Current Average Tenure (Years)

8.5

Tenure is down ▼ 0.2 years from this time last year, and trending down ▼ 0.2 years in the past three months.

Current Retirement Risk

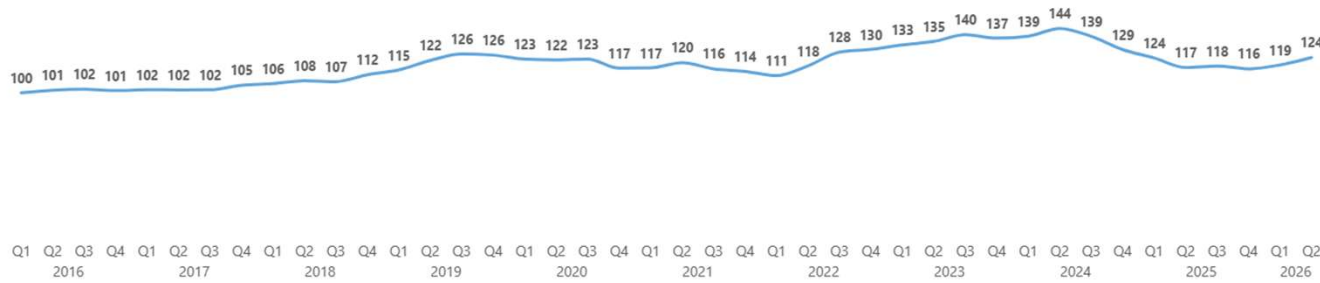
9.7 %

Retirement Risk is down ▼ 0.7 points from this time last year, and trending down ▼ 0.5 points over the past three months.

Average Headcount

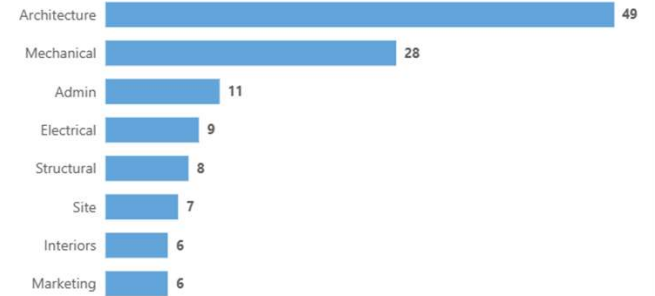
by Date

Date Scale: Year Quarter Month



Current Headcount

by Discipline



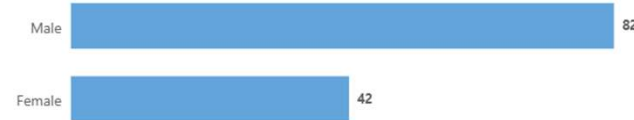
Current Headcount

by Ethnicity/Race (Legal)



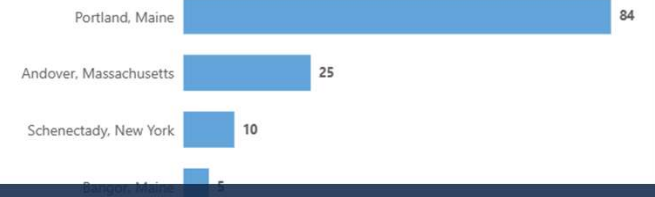
Current Headcount

by Gender Identity



Current Headcount

by Office Location



Current Headcount

124

Headcount is up ▲ 8 from this time last year, and trending up ▲ 6 in the past three months.



Turnover Rate (Last 12 Months)

12.7 %

Turnover Rate is down ▼ 17.0 points from this time last year, and trending down ▼ 10.2 points over the past three months.



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Current Retirement Risk

9.7 %

Retirement Risk is down ▼ 0.7 points from this time last year, and trending down ▼ 0.5 points over the past three months.



Turnover Rate (12 Month Rolling Average)

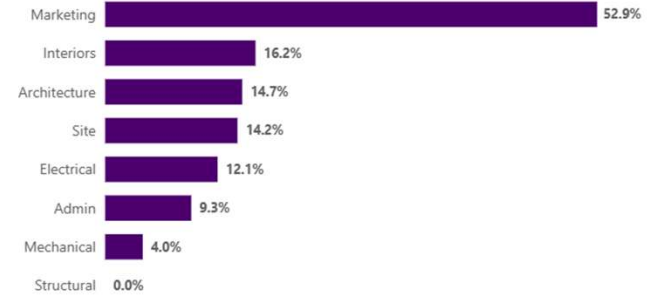
by Date

Date Scale: Year Quarter Month



Turnover Rate (Last 12 Months)

by Discipline



Turnover Rate (Last 12 Months)

by Ethnicity/Race (Legal)



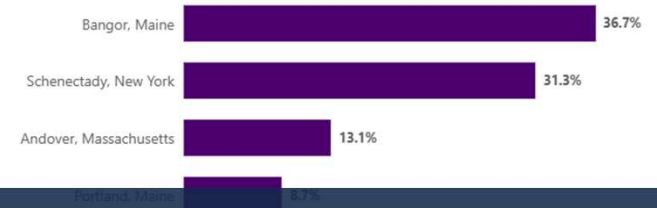
Turnover Rate (Last 12 Months)

by Gender Identity



Turnover Rate (Last 12 Months)

by Office Location





Current Headcount

6

Headcount is **equal (-)** to this time last year, but trending **up ▲ 1** in the past three months.



Turnover Rate (Last 12 Months)

52.9 %

Turnover Rate is **up ▲ 10.9** points from this time last year, but trending **down ▼ 15.4** points over the past three months.



Current Average Tenure (Years)

3.5

Tenure is **down ▼ 2.3** years from this time last year, and trending **down ▼ 0.4** years in the past three months.



Current Retirement Risk

--

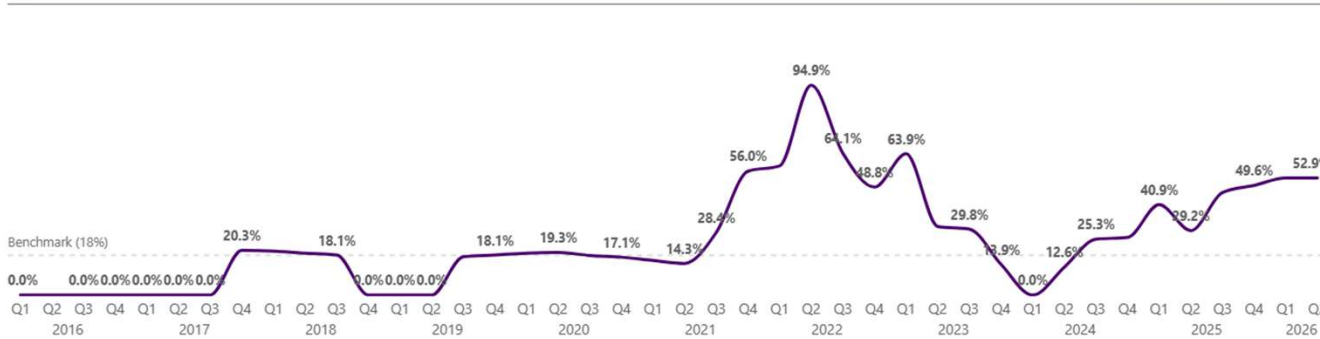
Retirement Risk is **down ▼ 16.7** points from this time last year, but trending **equal (-)** in the past three months.



Turnover Rate (12 Month Rolling Average)

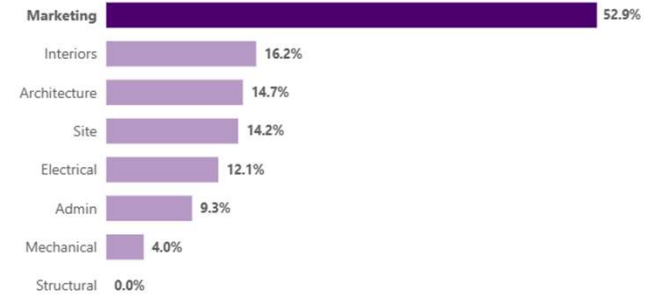
by Date

Date Scale: Year Quarter Month



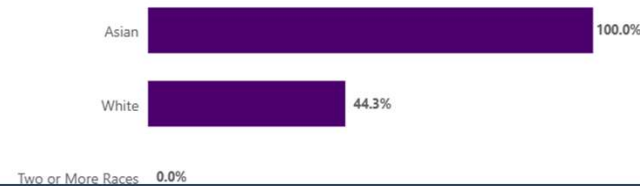
Turnover Rate (Last 12 Months)

by Discipline



Turnover Rate (Last 12 Months)

by Ethnicity/Race (Legal)



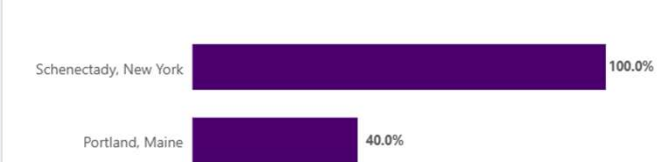
Turnover Rate (Last 12 Months)

by Gender Identity



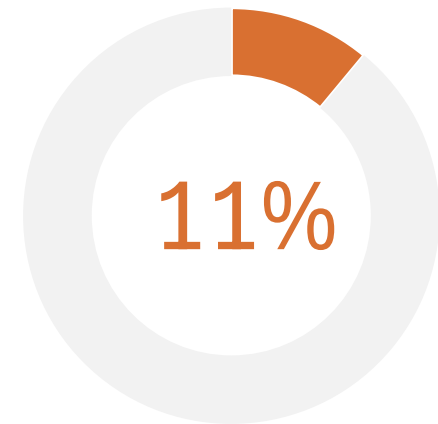
Turnover Rate (Last 12 Months)

by Office Location



Morale [burn-out, high stress projects]

- **The need:** Proactively identify early signs of burnout or morale concerns before they impact retention or engagement.
- **Initial action:** Developed a baseline employee metrics dashboard focused on overtime and project types.
- **Where we are now:** Expanded into a more robust dashboard that tracks multiple data points and enables earlier issue detection.
- **What's next:** Exploring ways to share insights with managers so they can partner in timely responses.



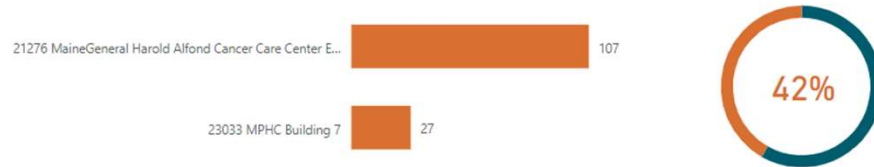
of SMRT employees **do not** feel that their workload is reasonable.

(JUST 3.0 Survey 2026)



Most-Active Projects

Last 8 Weeks



Most-Active Projects

by State



Market Sector Experience

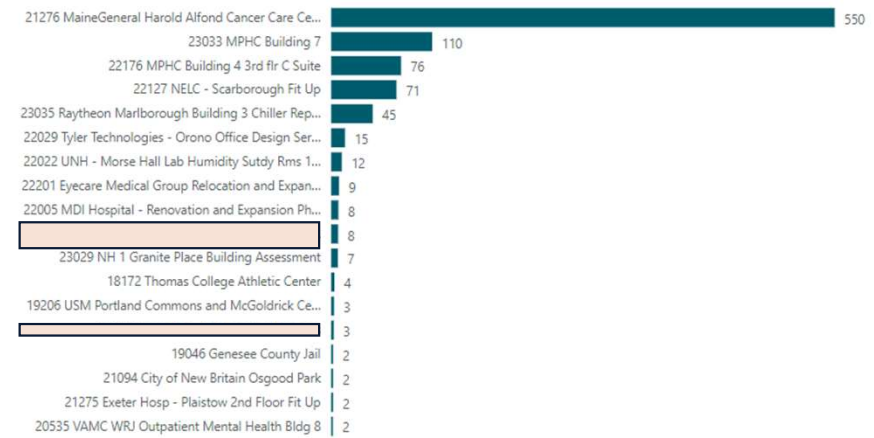
by Percent of Labor Hours

Education Government Healthcare Justice S/T/M Workplace



All Project Experience

by Total Labor Hours

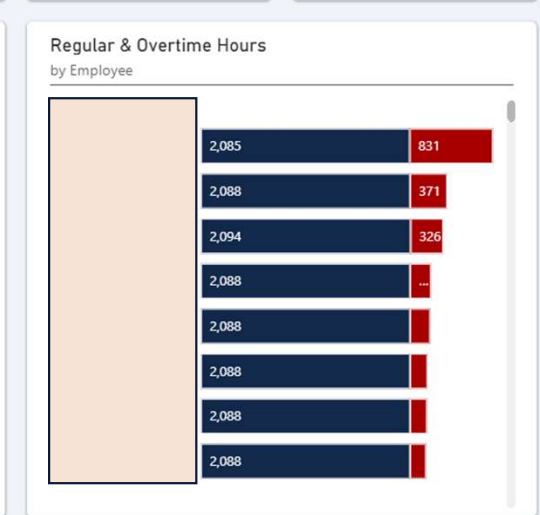
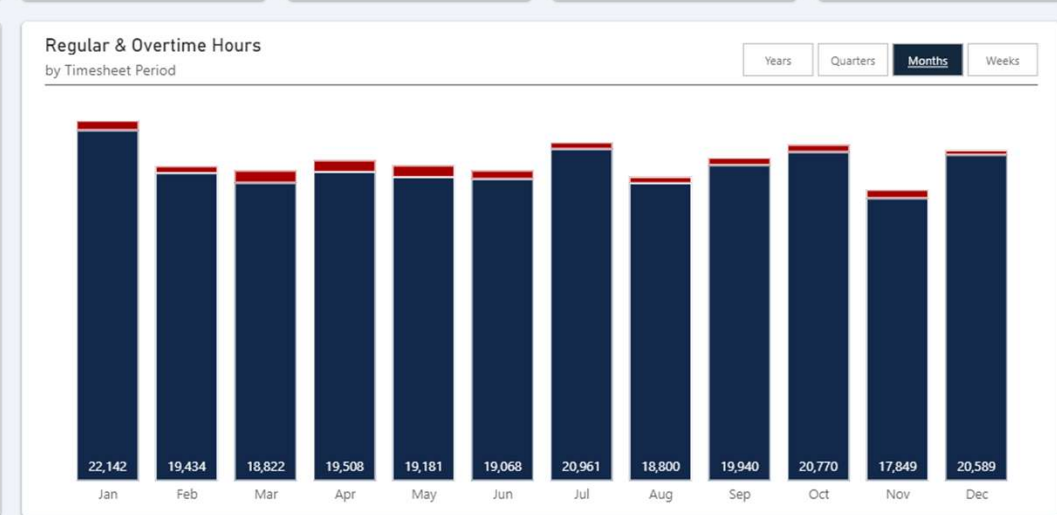
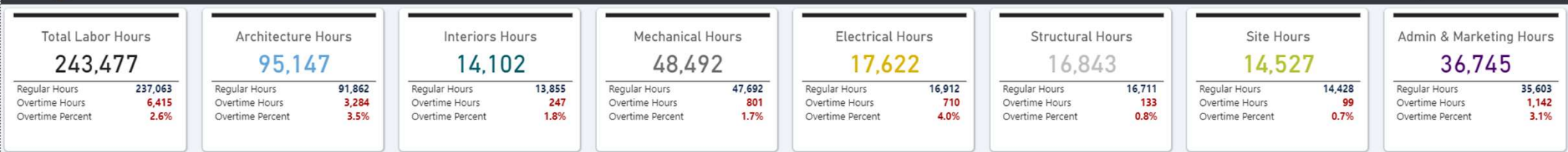


All Project Experience

by State

934 Hours 23 Projects 6 States





Regular Hours by Timesheet Entry

| Employee | Hours | Week Ending | Project Number & Name | Timesheet Comments |
|------------|-------|-------------|---------------------------|----------------------------------|
| [Employee] | 0.50 | 01/03/2026 | 00001-00 General Overhead | SpecLink - spec import for 24040 |
| | 1.75 | 01/03/2026 | 00001-00 General Overhead | |
| | 3.50 | 01/03/2026 | 00001-00 General Overhead | |
| | 0.50 | 01/03/2026 | 00001-00 General Overhead | misc. |
| | 2.00 | 01/03/2026 | 00001-00 General Overhead | misc. and code review |
| | 3.00 | 01/03/2026 | 00001-00 General Overhead | Updates |
| | 1.00 | 01/03/2026 | 00001-00 General Overhead | |
| | 7.00 | 01/03/2026 | 00001-00 General Overhead | |

Overtime Hours by Timesheet Entry

| Employee | Hours | Week Ending | Project Number & Name | Timesheet Comments |
|------------|-------|-------------|----------------------------|------------------------------|
| [Employee] | 1.00 | 01/03/2026 | 00006-00 People Management | |
| | 8.00 | 12/27/2025 | 00001-00 General Overhead | |
| | 7.00 | 12/27/2025 | 00006-00 People Management | |
| | 1.00 | 12/20/2025 | 00001-00 General Overhead | |
| | 6.00 | 12/20/2025 | 00001-00 General Overhead | |
| | 6.00 | 12/20/2025 | 00001-00 General Overhead | |
| | 0.50 | 12/20/2025 | 00001-00 General Overhead | Gingerbread house decorating |
| | 0.25 | 12/20/2025 | 00001-00 General Overhead | |

Total Labor Hours
2,290

Regular Hours **2,088**
 Overtime Hours **202**
 Overtime Percent **8.8%**

Architecture Hours
2,290

Regular Hours **2,088**
 Overtime Hours **202**
 Overtime Percent **8.8%**

Interiors Hours
 --

Regular Hours --
 Overtime Hours --
 Overtime Percent --

Mechanical Hours
 --

Regular Hours --
 Overtime Hours --
 Overtime Percent --

Electrical Hours
 --

Regular Hours --
 Overtime Hours --
 Overtime Percent --

Structural Hours
 --

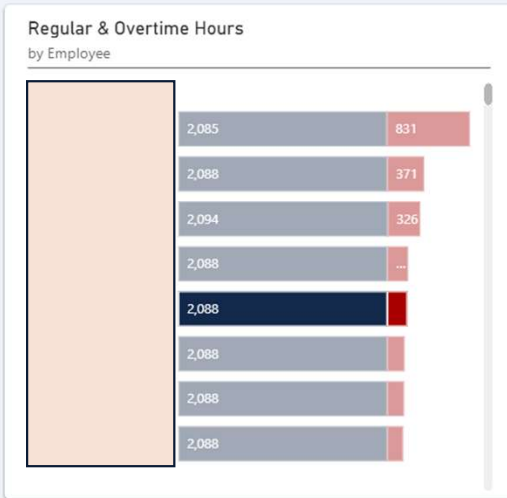
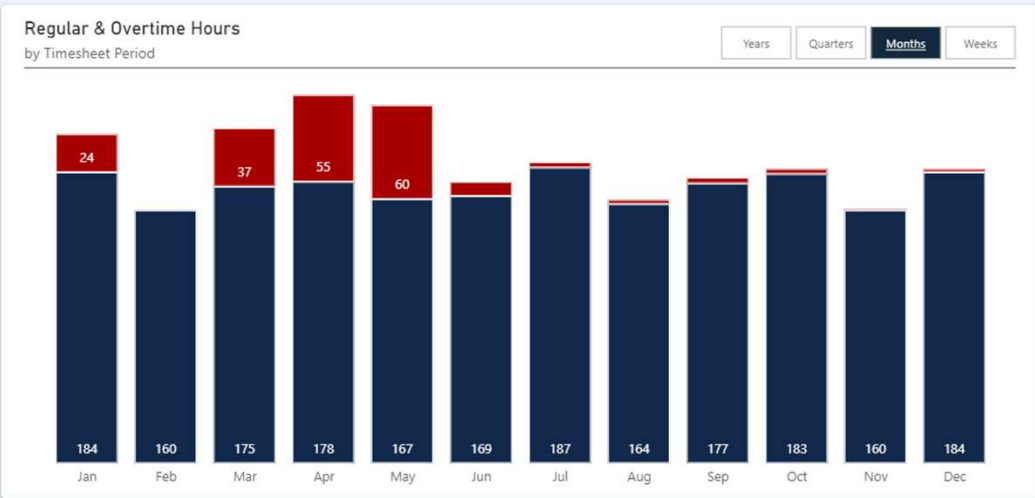
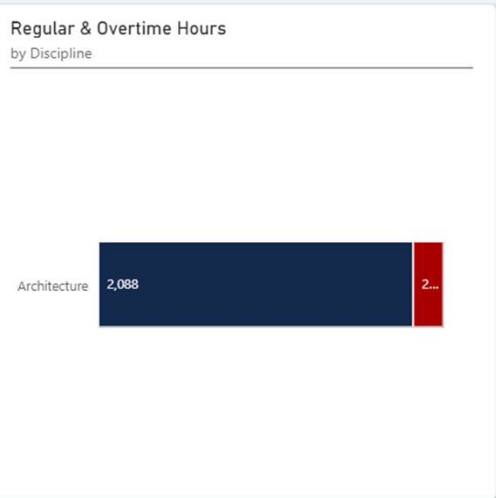
Regular Hours --
 Overtime Hours --
 Overtime Percent --

Site Hours
 --

Regular Hours --
 Overtime Hours --
 Overtime Percent --

Admin & Marketing Hours
 --

Regular Hours --
 Overtime Hours --
 Overtime Percent --



Regular Hours by Timesheet Entry

| Employee | Hours | Week Ending | Project Number & Name | Timesheet Comments |
|----------|-------|-------------|---------------------------------|-----------------------|
| | 24.00 | 01/03/2026 | 00002-00 Paid Time Off | |
| | 40.00 | 12/27/2025 | 00002-00 Paid Time Off | |
| | 12.75 | 12/20/2025 | 00001-00 General Overhead | |
| | 7.00 | 12/20/2025 | 00002-00 Paid Time Off | |
| | 3.00 | 12/20/2025 | 00004-00 Learning & Development | AIA EP, PEMB learning |
| | 2.00 | 12/20/2025 | 00004-00 Learning & Development | AIA Home 207 Awards |
| | 4.00 | 12/20/2025 | 00004-00 Learning & Development | Code learning |
| | 1.00 | 12/20/2025 | 00004-00 Learning & Development | YAF, code learning |

Overtime Hours by Timesheet Entry

| Employee | Hours | Week Ending | Project Number & Name | Timesheet Comments |
|----------|-------|-------------|---|--------------------|
| | 2.25 | 12/06/2025 | 25015-00 NMMC Boardroom Expansion | |
| | 0.75 | 11/06/2025 | 00001-00 General Overhead | |
| | 3.25 | 10/11/2025 | 00001-00 General Overhead | |
| | 2.00 | 09/27/2025 | 00001-00 General Overhead | |
| | 1.00 | 09/20/2025 | 00001-00 General Overhead | |
| | 0.75 | 09/13/2025 | 00001-00 General Overhead | |
| | 0.50 | 08/30/2025 | 00001-00 General Overhead | |
| | 0.75 | 08/09/2025 | 22042-01 MRH - ED Expansion & Renovations | |

Total 201.50

Interiors Hours

Regular Hours --
Overtime Hours --
Overtime Percent --

Mechanical Hours

Regular Hours --
Overtime Hours --
Overtime Percent --

Electrical Hours

Regular Hours --
Overtime Hours --
Overtime Percent --

Structural Hours

Regular Hours --
Overtime Hours --
Overtime Percent --

Site Hours

Regular Hours --
Overtime Hours --
Overtime Percent --

Admin & Marketing Hours

Regular Hours --
Overtime Hours --
Overtime Percent --

Regular & Overtime Hours

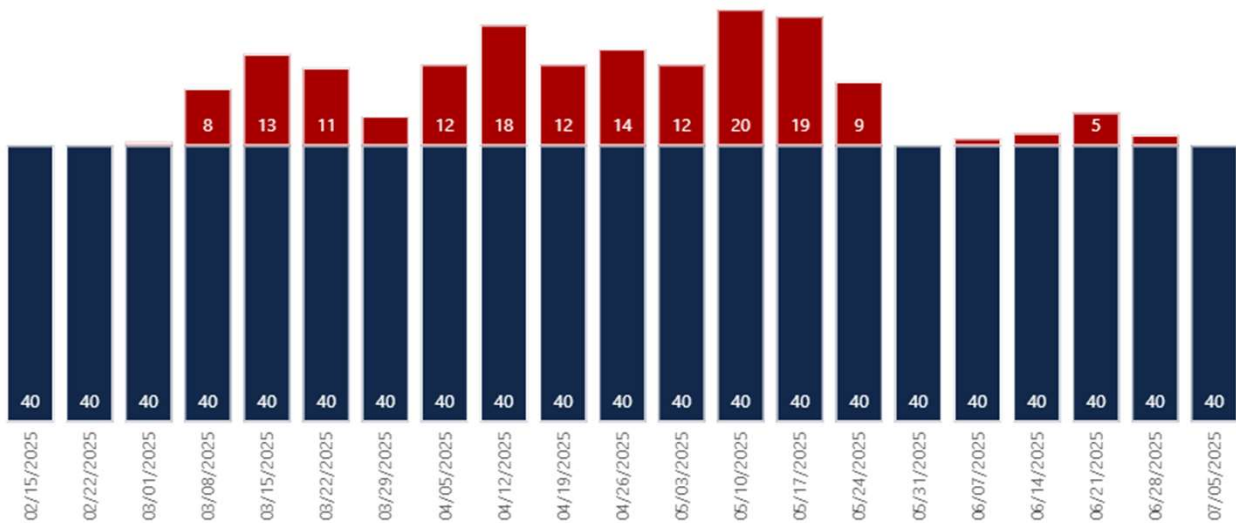
by Timesheet Period

Years

Quarters

Months

Weeks



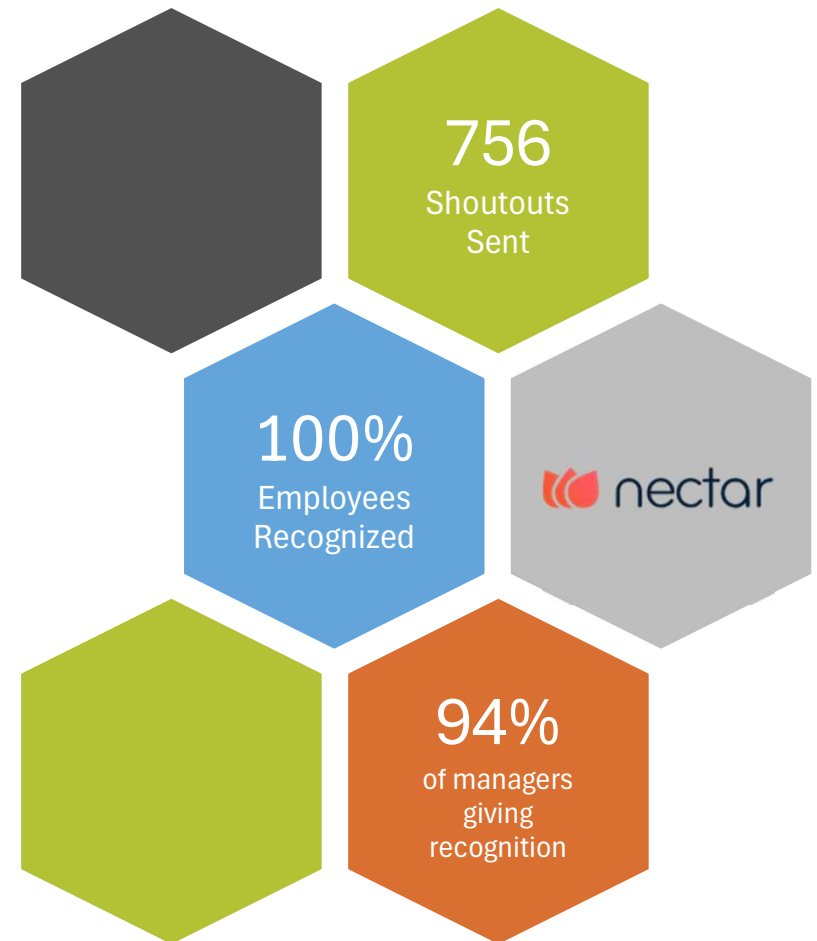
Regular & Overtime Hours

by Employee



Positive Recognition

- **The need:** Make positive recognition more consistent and visible across the firm.
- **Initial action:** Launched Stadium as a reward platform, began making changes to our performance review process.
- **Where we are now:** Launched Nectar HR in January 2026.
- **What's next:** Pull Nectar data into our Metrics dashboard to help us monitor in real time along other stats.

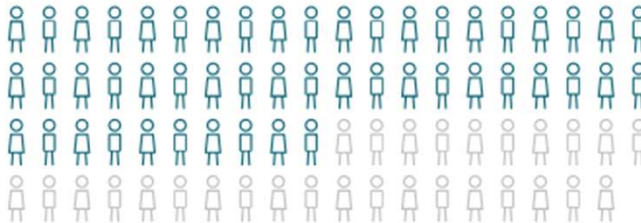


WELL Survey Comparison 24-25 Dashboard: SMRT provides positive recognition.

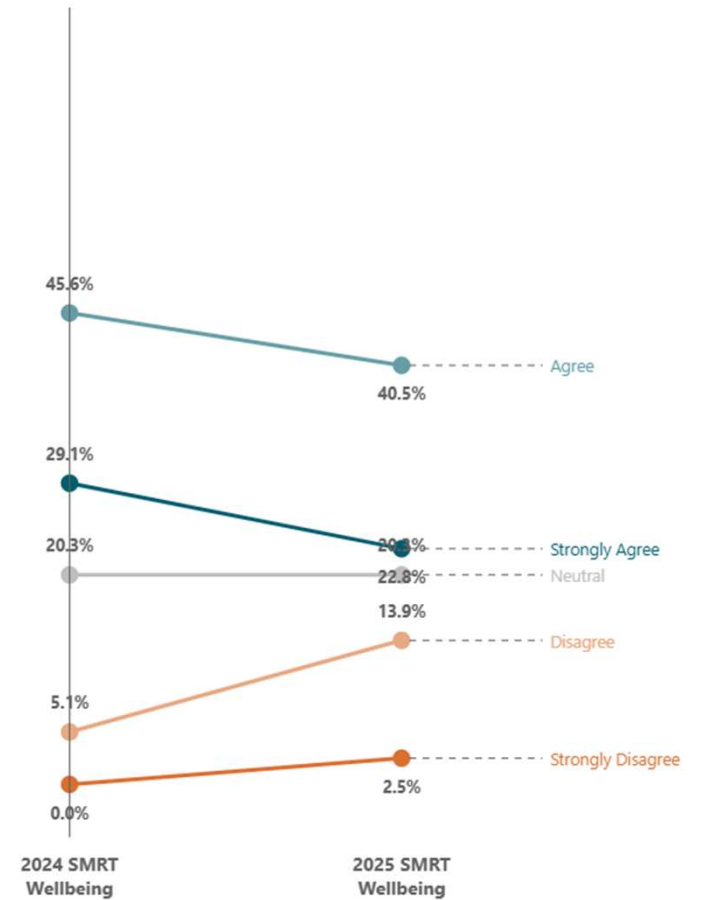
Negative Sentiment
16.5%



Positive Sentiment
63.3%



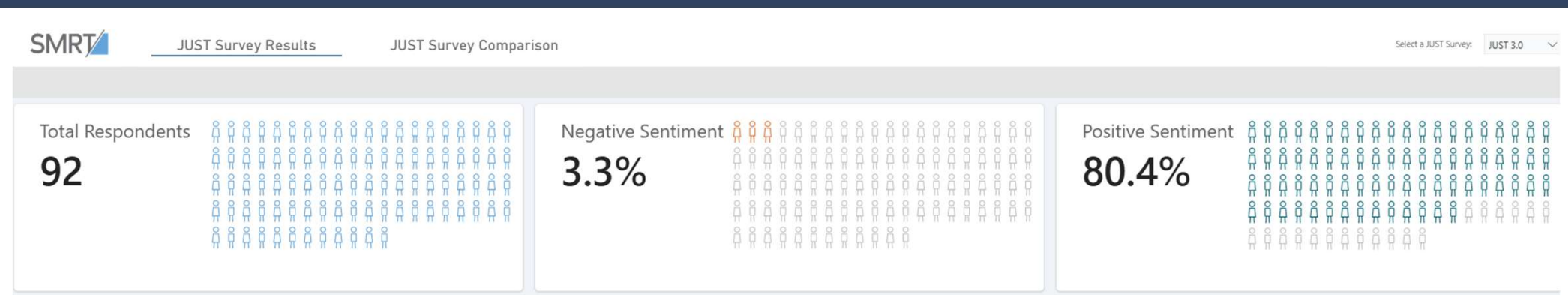
Change in Response Sentiment by Survey



JUST 2.0 Survey Dashboard: Senior Leadership recognizes and rewards strong job performance.

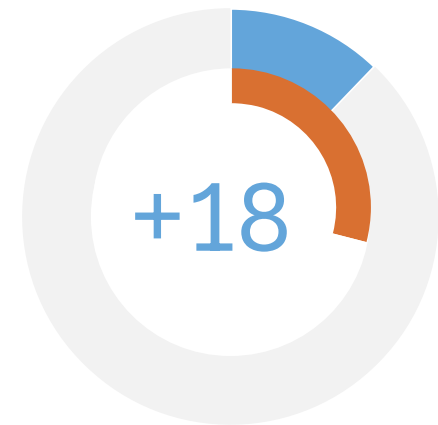


JUST 3.0 Survey Dashboard: I am getting the feedback and recognition I need.



Access to Mental Health Resources

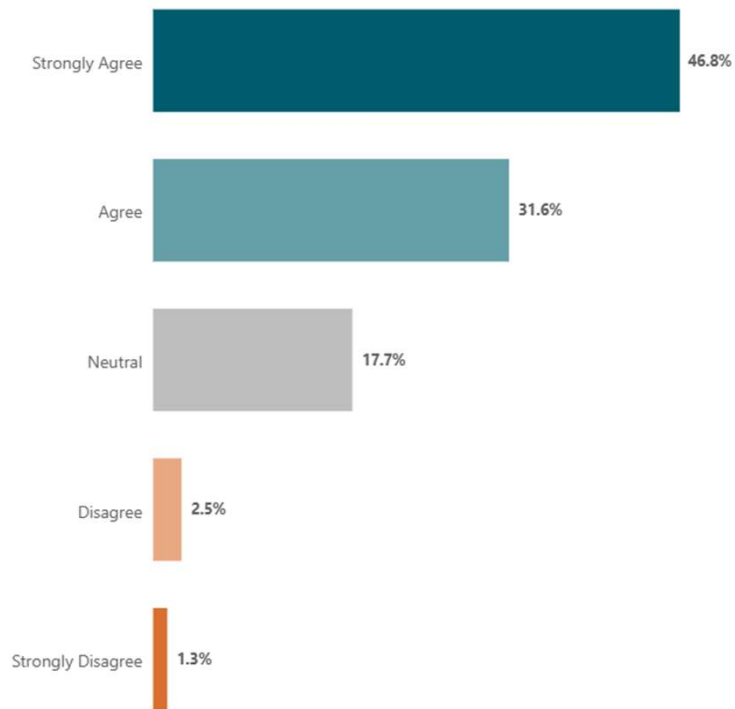
- **The need:** A focused approach to share what benefits are available and how to access them.
- **Initial action:** Education provided on intranet and at new hire benefit orientation, open enrollment, annual HR Lunches.
- **Where we are now:** We continue to provide education to employees on available benefits.
- **What's next:** More training for managers to help identify employees who may need assistance.



in **2024**, 29% of SMRT Employees were **unsure** of how SMRT was performing on access to mental health resources, by **2025**, that was reduced to **11%**.
(2024/2025 WELL Surveys)

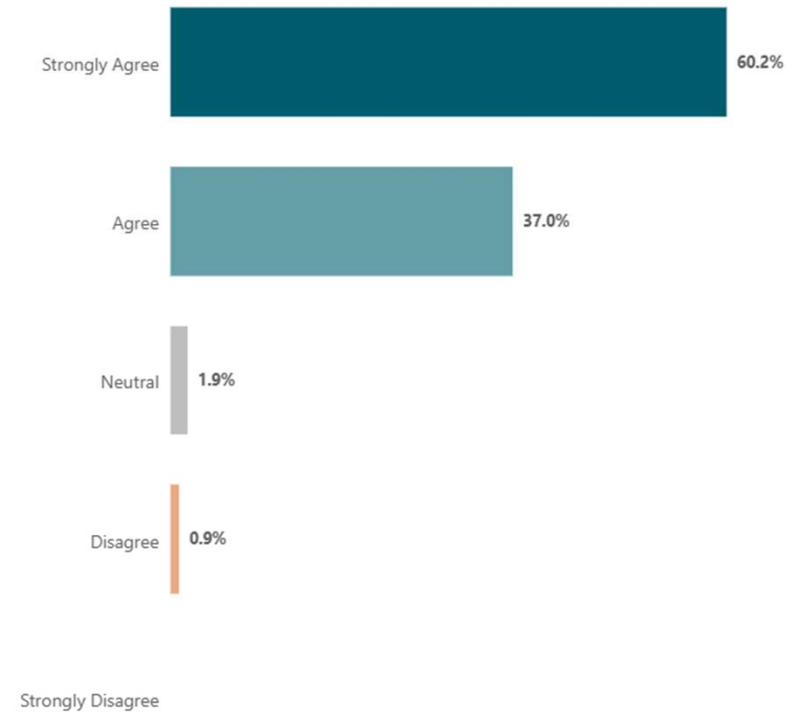
WELL Survey 2025 Dashboard: My work is fulfilling, meaningful, and gives me a sense of purpose.

Response Percent
by Sentiment



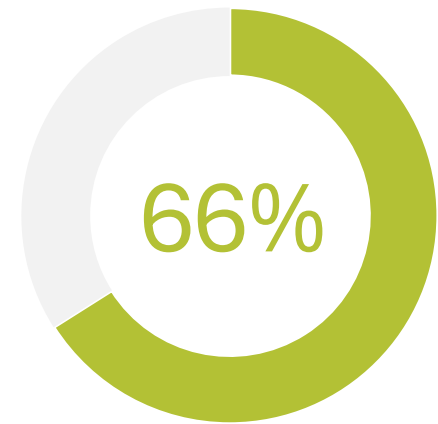
JUST 3.0 Survey Dashboard: SMRT has a safe work environment.

Response Percent
by Sentiment



Goal Setting and Growth Opportunities

- **The need:** Employees, especially more junior staff, told us they needed clear role expectations, feedback, and career growth paths.
- **Initial action:** We moved away from traditional reviews toward future-oriented Employee Development Plans (EDPs).
- **Where we are now:** We are in the process of redefining our Performance Review process, providing updated job descriptions and new Career Pathways Matrices.
- **What's next:** Reviewing our EDPs to be more goal oriented.



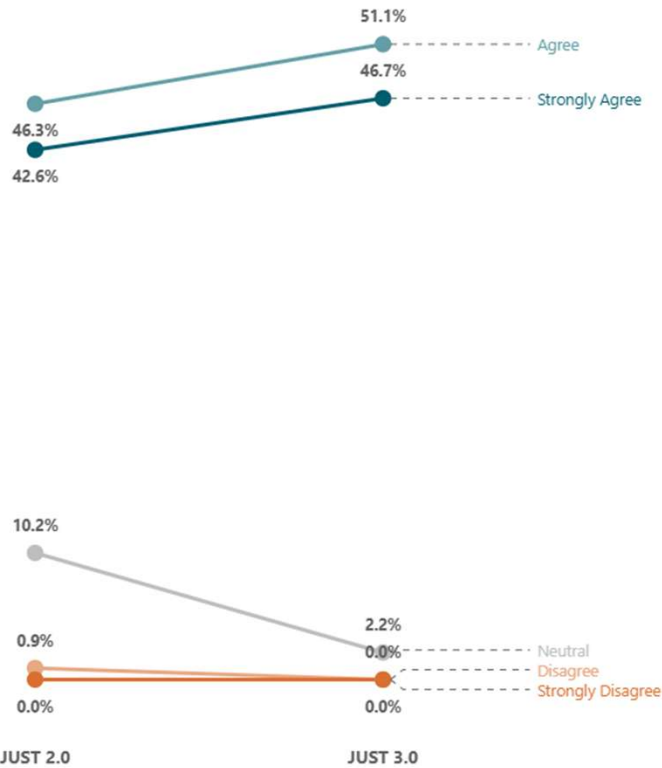
said the Career Pathway Matrix **improved** conversations with their manager.

(Performance Review Survey 2025)

JUST Survey Comparison Dashboard: I am inspired to meet my goals at work.

Change in Response Sentiment

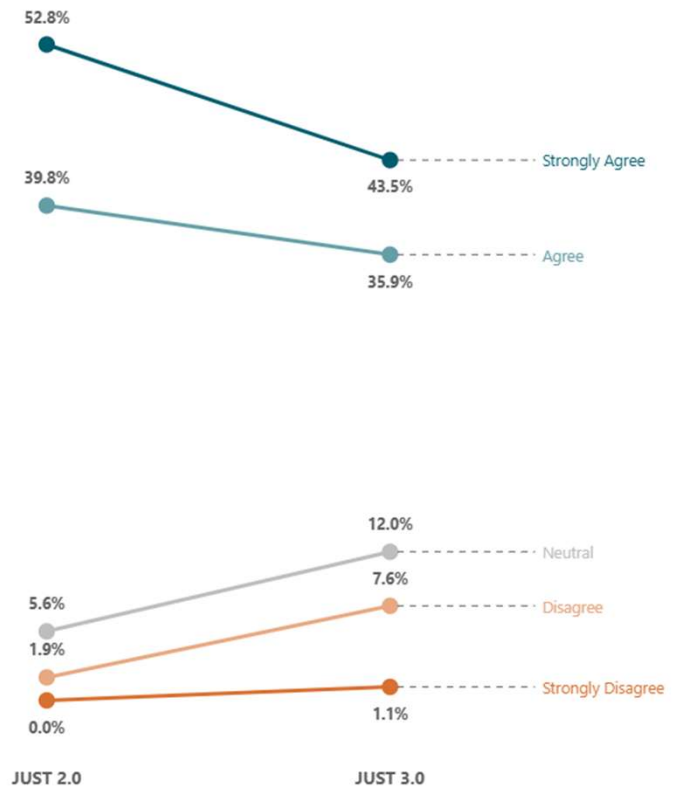
by Survey



JUST Survey Comparison Dashboard: SMRT is committed to my professional development/ I feel I have the opportunity to grow at my organization.

Change in Response Sentiment

by Survey



WELL Survey 2025 Dashboard: My sense of wellbeing has changed for the better in the last 6 months.

Negative Sentiment

11.4%



Positive Sentiment

26.6%



JUST 3.0 Survey Dashboard: I feel that my organization supports my overall well-being.

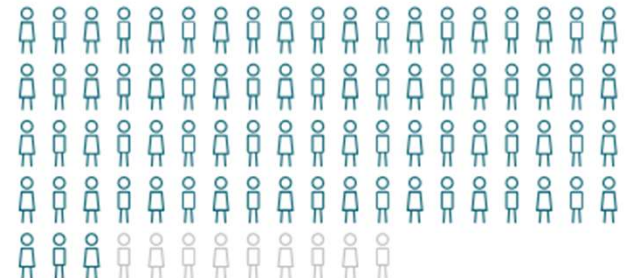
Negative Sentiment

1.1%



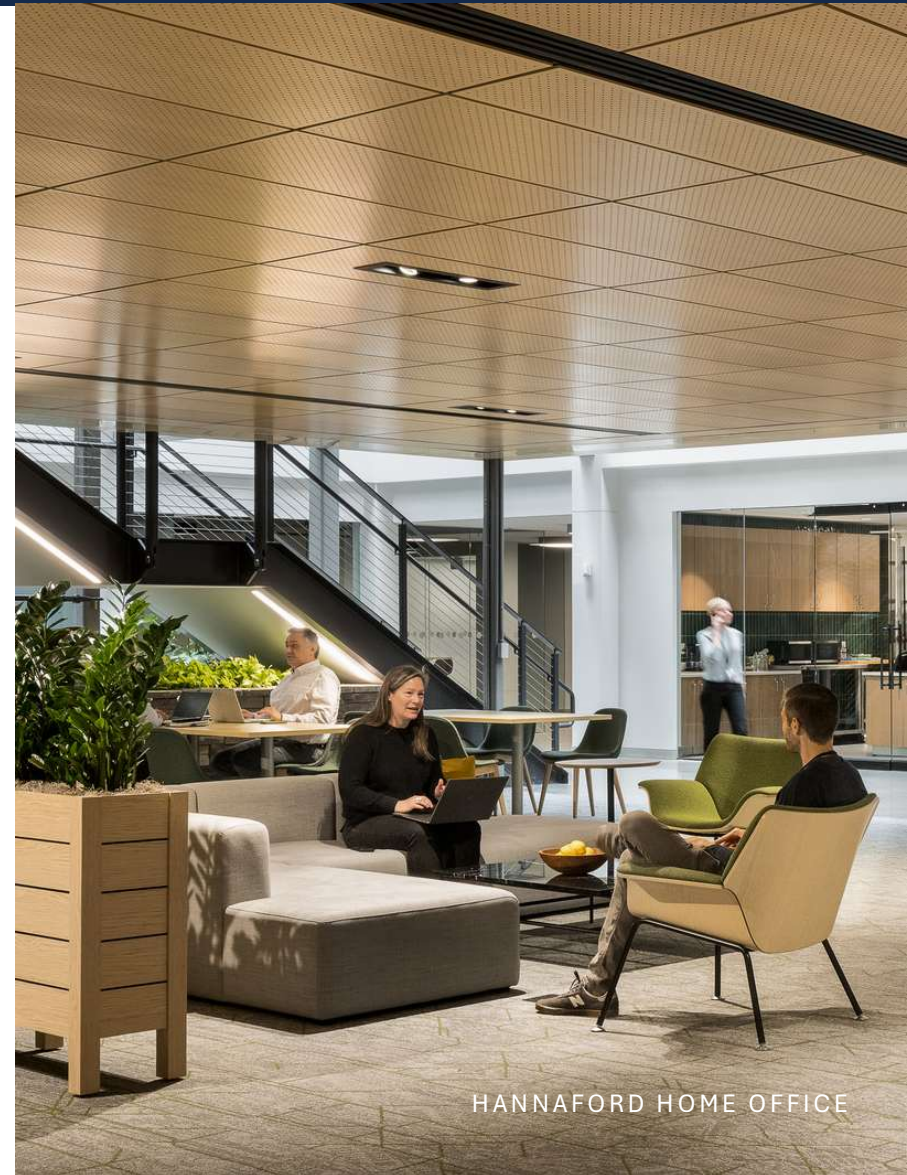
Positive Sentiment

90.2%



Summary

- Prioritizing employee wellbeing isn't just the right thing to do – there's a proven business case!
- You don't need certifications to create a culture of wellbeing, but they are a great resource.
- Wellbeing strategies and initiatives are fluid:
 - Ask questions
 - Prioritize
 - Track data
 - Learn & reassess



Group Discussion



Workshop Activity

- Wellbeing Initiative Snapshot Collaboration
 - 10 Minutes: Use the Snapshot Worksheet to discuss with a partner or group
 - 5 Minutes: Share your thoughts with us!
 - What ideas stood out?
 - What feedback was helpful?
 - What did you struggle with?



Thank you!



SCAN FOR MORE RESOURCES

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