THRIVING WORKPLACE™ Index | YOUR THRIVING WORKPLACE™

SEPTEMBER 2026
STAGE 2 RESULTS

HEALTHY HEADS IN TRUCKS AND SHEDS

Insights Report

Healthy Heads Trucks & Sheds

Measuring workplace mental health in transport and logistics: results from 797 workers.

68

Thriving Score

Industry 65 · National 68

Domains against the industry benchmark



AT A GLANCE

The 2026 Thriving Workplace Index results

WHO TOOK PART

797

transport and logistics workers, surveyed February to August 2026

THRIVING SCORE

68

out of 100. Ahead of industry (65), level with the national score (68)

THE HHTS EFFECT

+8

points higher Thriving Score for workers who know HHTS

USING THE RESOURCES

2×

the drop in distress for workers aware of HHTS resources, compared with knowing about HHTS alone

BURNOUT

32%

show symptoms of burnout. Higher than industry (27%) and national (30%)

CONNECTEDNESS

70

the one domain below both industry and national benchmarks

REACH

77%

are aware of Healthy Heads in Trucks and Sheds

WOULD RECOMMEND

−8

Net Promoter Score, much higher than industry (-21) and national (-20)

EXECUTIVE SUMMARY

Safe, well-designed work, and a workforce that keeps pushing through

The Thriving Workplace Index survey of 797 transport and logistics workers shows **Work Design** and **Safety** as the strongest domains, both well above industry and national benchmarks. **Connectedness** is the clear area for attention. Burnout sits above benchmark while distress and lost days do not, which suggests many workers are carrying on rather than taking time to recover.

WHAT'S WORKING

Work Design and Safety lead the industry by 7 and 6 points

Almost every psychosocial hazard is managed better than benchmark, with Traumatic Events, Physical Environment, Job Control and Management Support standing out.

WHERE TO FOCUS

Connectedness and burnout

Connectedness (70) trails industry and national scores. 32% report burnout, above both benchmarks, in a dispersed and often solitary workforce.

THE HHTS EFFECT

Awareness links to better outcomes on every measure

Aware workers score 8 points higher. Those who know the resources see close to twice the reduction in distress of those who only know the name.

WHO NEEDS ATTENTION

Linehaul drivers and workshop staff

Owner drivers and business and admin staff are thriving most. Linehaul drivers show high burnout and severe productivity impacts among those affected.

WORKERS SAY HHTS makes support visible and relevant to the industry. They want senior leaders to be more visible, and engagement that keeps evolving.

DOMAIN SCORECARD

Four of five domains beat the industry benchmark

Domains are built from several indicators of workplace wellbeing and scored 0 to 100. Higher is better.

HHTS cohort · Industry · National

Scale shown 50 to 90



vs industry

Work Design

How roles, tasks and responsibilities are organised

66 +7

Safety

Protection from harassment, bullying, discrimination and violence

77 +6

Capability

Skills and resources available to support mental health

64 +4

Leadership

How managers lead and support employees' mental health

66 +3

Connectedness

The quality of interpersonal relationships

70 -4

Capability bucks the national trend

Nationally it is the lowest-scoring domain. This cohort sits above both benchmarks, helped by access to mental health resources.

Connection is harder on the road

Many workers never operate in a traditional team. Regular check-ins and peer support networks can close the gap.

INSIDE THE DOMAINS

Where agreement drops in each domain

Share of workers who agree with each statement. **Orange** marks the lowest-scoring statement in each domain.



49% In a mostly male workforce where vulnerability can be read as weakness, leaders who model their own mental health practices are essential to shifting the culture.

PSYCHOSOCIAL HAZARDS

Almost every hazard is managed better than benchmark

Scores closer to 100 mean the hazard is better controlled. Low scores signal risk to wellbeing.



A dark ring around a dot means the cohort score equals the national score.

Well ahead on four hazards

Traumatic events, physical environment, job control and management support all score well above industry and national averages.

Level, with room to grow

Fairness, role clarity and change management. Dispersed workers can feel disconnected from decisions and unsure what is expected.

OUTCOMES

Burnout is up while lost days are down

BURNOUT SYMPTOMS

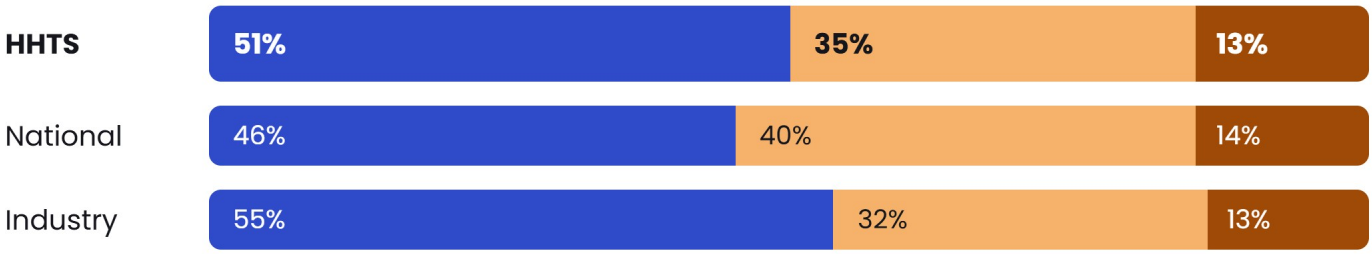
32%

of the cohort, higher than both benchmarks



Bars scaled 0 to 40%

Psychological distress (Kessler 6)



Over half show no signs of distress. The 35% in moderate distress are the group to reach early, before it becomes severe.

LOW PRODUCTIVITY

30%

of workers affected

Industry 34% · National 36%

DAYS IMPACTED

2.0

per employee per month

Industry 3.0 · National 2.8

Pushing through

Higher burnout alongside fewer lost days suggests overwhelmed workers are not taking time off to recover. Lower connectedness and role clarity are known contributors to burnout.

THE HHTS EFFECT

Workers who know HHTS do better on every measure

+8 points on the Thriving Score for workers aware of HHTS, with lower distress and a lower likelihood of showing burnout symptoms.

Aware of HHTS

	Not aware n=180	**Aware n=597**
Thriving Score	63	**71**
No distress	46%	**55%**
Burnout	34%	**29%**

Aware of HHTS resources

	Not aware n=106	**Aware n=489**
Thriving Score	63	**72**
No distress	32%	**60%**
Burnout	39%	**27%**

2× **the reduction in psychological distress when workers know the resources, compared with knowing the name**



Note: These are associations, not proof of cause. Even so, they reinforce how important HHTS's role is, and has been, in supporting workers' wellbeing.

+13
Capability, for workers aware of resources

+11
Leadership, for workers aware of resources

+9
Safety, the biggest gap for workers aware of HHTS

Knowledge of HHTS among workers surveyed is high

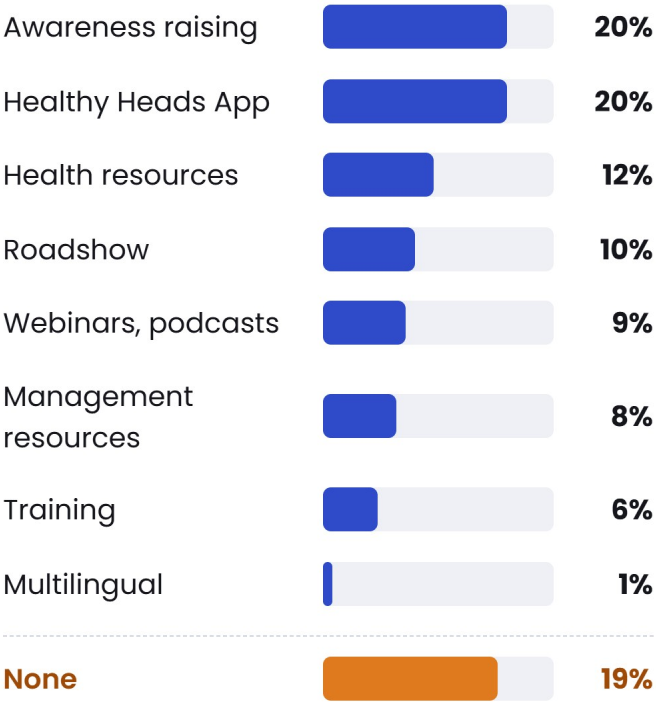
77% are aware of Healthy Heads in Trucks and Sheds

82% are familiar with the resources it offers

81% of those aware have used at least one resource

Resources used

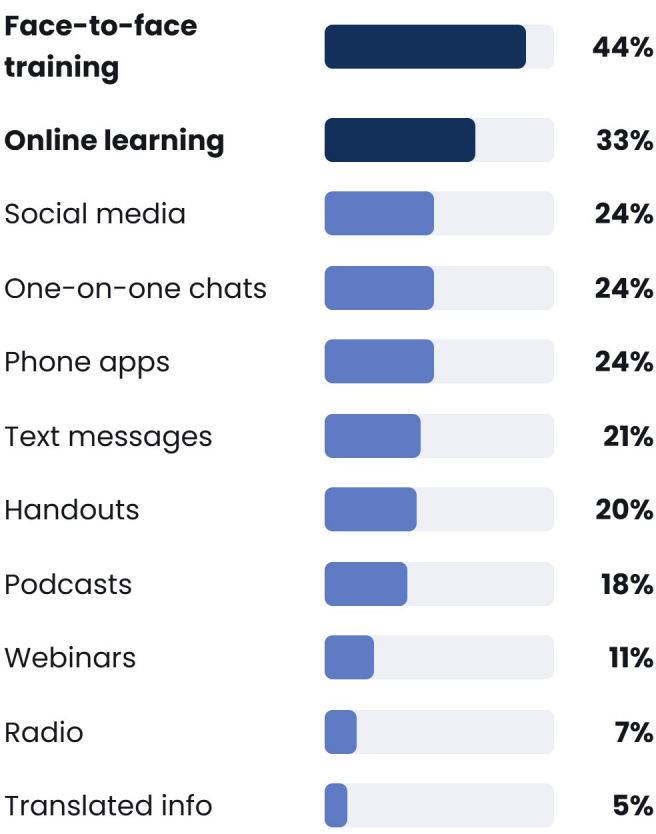
% of workers, multi-select



19% know HHTS but have never used a resource. That group is the clearest opportunity.

How workers want support

% of workers, multi-select



In person still wins. Face-to-face training is the top choice at 44%, followed by online learning at 33%.

YOUR THRIVING WORKPLACE™

Healthy Heads Trucks & Sheds

BY ROLE

Thriving indicators by role

		Owner driver	Allocator / scheduler / fleet	Business / admin	Other	Driver – local delivery	Warehouse / distribution	Forklift operator	Compliance / WHS	Workshop*	Driver – linehaul
		n=23	n=43	n=148	n=112	n=65	n=205	n=42	n=73	n=7	n=78
	Thriving Score	**72**	**72**	**72**	**71**	**69**	**67**	**67**	**67**	**65**	**64**
DOMAINS	Leadership	74	70	70	67	66	66	63	61	60	63
	Connectedness	76	72	74	71	71	68	67	70	60	65
	Safety	78	80	81	80	76	74	74	76	71	71
	Work Design	67	67	70	69	65	64	68	65	68	62
	Capability	66	68	65	65	67	65	61	60	67	58
HAZARDS	Job Control	80	77	75	75	76	70	74	72	73	72
	Workload	72	69	71	70	78	71	71	65	77	69
	Management Support	83	81	79	76	75	74	71	75	71	72
	Change Management	77	74	71	71	70	71	65	66	70	67
	Recognition	77	65	73	70	69	64	63	66	66	66
	Role Clarity	80	80	78	77	76	73	72	70	74	70
	Fairness	80	79	80	78	77	74	74	75	70	73
	Environment	76	87	86	83	82	77	78	82	83	75
	Traumatic Events	79	85	84	82	79	77	76	82	79	74
OUTCOMES	Well / no distress	46%	43%	55%	53%	63%	48%	62%	48%	43%	49%
	Moderate distress	50%	38%	35%	38%	20%	42%	24%	30%	29%	34%
	Severe distress	5%	19%	10%	9%	17%	10%	14%	22%	29%	17%
	Burnout	36%	38%	30%	33%	24%	32%	24%	33%	29%	38%

*Roles ordered by Thriving Score, highest to lowest. Colours compare roles within each row. *Small sample (7): read with caution.*

Attention Monitor Maintain

Strong scores, still stretched

Owner drivers and allocators score 72, yet 36% and 38% show burnout.

Workshop results need caution

Only 7 people responded. The results are too limited to draw conclusions but will be monitored.

Supporting those who keep others safe

Compliance / WHS records the highest severe distress rate at 22%.

Linehaul drivers need the most support

Lowest Thriving Score at 64, with 38% showing burnout.

IN THEIR WORDS

> **(HHTS) puts a positive spin on mental health in a workplace that is still operating with old 'toughen up, she'll be right' attitudes.**
>
> Survey respondent

What HHTS does well

Support that is visible, accessible and made for the industry: site visits, roadshows, social media and real stories.

"Brings to the forefront that it is ok to seek help and highlights that you are not alone. Help is out there."

"Always telling and showing us that there is help in any department of the industry for all levels of workers, so we are never alone and don't need to struggle quietly."

"I am loving the How Ya Travellin podcasts."

What workers want next

Senior leaders who visibly model support, messaging built into workplaces, and fresh channels to reach younger workers.

"Word of mouth. Now I know about it, I'm excited to review the resources and education available."

"Engage through different mediums, particularly for younger people, such as TikTok, Instagram shorts or even mini docu-series on YouTube..."

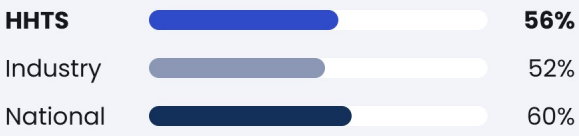
"Keep going and growing. I like the latest approach around embedding systems and processes in businesses to improve mental health, but as a consequence safety and productivity. Great angle."

ENGAGEMENT

More likely to recommend their workplace than the industry

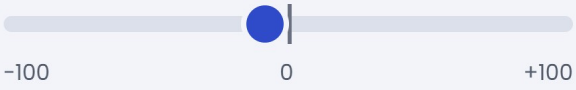
56%

agree “My workplace is a mentally healthy place to work”



-8

Net Promoter Score: likelihood to recommend their workplace



Industry -21 · National -20

Respondents work across many workplaces, so NPS is read as an indicator of average engagement in the industry.

WHERE TO ACT NEXT

Five priorities from the data

1. **Build connection on the road**
   Regular check-ins and peer support networks for a dispersed, mobile workforce.
   70 Connectedness

2. **Leaders go first**
   Managers and senior leaders talking openly about how they look after their own mental health.
   49% see this today

3. **Train for traumatic events**
   Give workers the confidence to respond, for themselves and for their teams.
   53% say training is adequate

4. **Reach moderate distress early**
   Targeted support before moderate distress becomes severe, and before burnout sets in.
   35% moderate distress

5. **Turn awareness into use**
   Knowing the resources doubles the benefit. Lead with face-to-face, the most preferred format.
   19% aware, never used

ABOUT THIS REPORT

Method, benchmarks and terms

The survey

797 transport and logistics workers completed the Thriving Workplace Index survey through HHTS between 26 February and 26 August 2026. Results are observed scores for this surveyed cohort.

Benchmarks

Industry: Transport, Postal and Warehousing. **National:** 19 ABS industries, tracked through SuperFriend's annual Indicators of a Thriving Workplace survey.

Reading the scores

Domain and hazard scores run 0 to 100; higher is better. Benchmarks are guideposts for improvement, and not every low score is a cause for concern.

Glossary

Domains

Connectedness · quality of interpersonal relationships

Safety · protection from harassment, bullying, discrimination and violence

Capability · skills and resources to support mental health

Work Design · how roles, tasks and responsibilities are organised

Leadership · how managers lead and support employees' mental health

Psychosocial hazards

Environment · is the environment physically safe?

Traumatic events · is support there if violence or trauma occurs?

Recognition · are people rewarded for achievement?

Change management · is change explained openly?

Job control · flexibility, and raising concerns without fear

Workload · is workload appropriate?

Management support · do managers advocate for their team?

Fairness · fair access to opportunities and processes

Role clarity · understanding the role and its purpose

Outcomes

Psychological distress · Kessler 6 scale, six questions on emotional states. Levels range from well to moderate to severe.

Burnout · a syndrome from chronic workplace stress that has not been managed, self-rated on a five-level scale.

Net Promoter Score · likelihood to recommend the workplace, from -100 to 100. Above 0 is a good score.

13 11 14 If anything in this report is distressing and you need immediate support, contact Lifeline any time for confidential phone crisis support.

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