

Table S1. Demographic data comparing organizations meeting study inclusion criteria compared to excluded organizations.

| Business Characteristics, N=74. | N (%) or Mean (SD) | Excluded Organizations (n=43) | Included Organizations (n=31) | p-value |
|--|---------------------------|--------------------------------------|--------------------------------------|----------------|
| Number of Employees, mean (SD) | 83 (87) | 87 (77) | 77 (100) | 0.63 |
| Business size | | | | 0.50 |
| Micro (2-10 employees) | 11 (14.9%) | 5 (11.6%) | 6 (19.4%) | |
| Small (11-50 employees) | 31 (41.9%) | 17 (39.5%) | 14 (45.2%) | |
| Medium (51-200 employees) | 21 (28.4%) | 15 (34.9%) | 6 (19.4%) | |
| Large (200+ employees) | 11 (14.9%) | 6 (14.0%) | 5 (16.1%) | |
| Industry | | | | 0.16 |
| Accommodation & Food Service | 2 (2.7%) | 1 (2.3%) | 1 (3.2%) | |
| Administration, Support & Waste Management | 1 (1.4%) | 1 (2.3%) | 0 (0.0%) | |
| Agriculture, Forestry, Fishing, Hunting | 2 (2.7%) | 2 (4.7%) | 0 (0.0%) | |
| Arts, Entertainment & Recreation | 3 (4.1%) | 1 (2.3%) | 2 (6.5%) | |
| Construction | 6 (8.1%) | 4 (9.3%) | 2 (6.5%) | |
| Educational Services | 7 (9.5%) | 3 (7.0%) | 4 (12.9%) | |
| Healthcare and social assistance | 15 (20.3%) | 6(14.0%) | 9 (29.0%) | |
| Information | 1 (1.4%) | 1 (2.3%) | 0 (0.0%) | |
| Manufacturing | 5 (6.8%) | 5 (11.6%) | 0 (0.0%) | |
| Non-profit | 7 (9.5%) | 2 (4.7%) | 5 (16.1%) | |
| Public Administration | 8 (10.8%) | 4 (9.3%) | 4 (12.9%) | |
| Real Estate & Rental & Leasing | 3 (4.1%) | 1 (2.3%) | 2 (6.5%) | |
| Retail/Wholesale Trade | 1 (1.4%) | 1 (2.3%) | 0 (0.0%) | |
| Services | 9 (12.2%) | 8 (18.6%) | 1 (3.2%) | |
| Transportation, Warehousing & Utilities | 1 (1.4%) | 1 (2.3%) | 0 (0.0%) | |
| Other | 3 (4.1%) | 2 (4.7%) | 1 (3.2%) | |
| Region | | | | 0.46 |
| Urban | 49 (66.2%) | 27 (62.8%) | 22 (71.0%) | |
| Rural | 25 (33.8%) | 16 (37.2%) | 9 (29.0%) | |

Table S2. Distribution of completed surveys among 261 unique respondents.

| Baseline Health Culture Survey | COVID I Survey | COVID II Survey | Matched n=261 | Total Surveys n= 576 |
|--------------------------------|----------------|-----------------|---------------|----------------------|
| | X | X | 55 | 110 |
| X | | X | 78 | 156 |
| X | X | | 74 | 148 |
| X | X | X | 54 | 162 |

Table S3. Comparison of mean health climate, safety climate and well-being scores for employees completing 2 surveys versus employees completing 3 surveys.

| | Baseline Health and Safety Culture Survey | | | COVID I Survey | | | COVID II Survey | | |
|----------------|---|---------------------|---------|---------------------|---------------------|---------|---------------------|---------------------|---------|
| | 2 Surveys Completed | 3 Surveys Completed | p-value | 2 Surveys Completed | 3 Surveys Completed | p-value | 2 Surveys Completed | 3 Surveys Completed | p-value |
| Health climate | 4.0 (0.81) | 4.2 (0.76) | 0.37 | 4.1 (0.85) | 4.1 (0.85) | 0.94 | 4.1 (0.78) | 4.0 (0.89) | 0.61 |
| Safety climate | 3.8 (0.79) | 3.9 (0.71) | 0.45 | 3.9 (0.83) | 3.9 (0.80) | 0.72 | 3.9 (0.84) | 3.9 (0.85) | 0.71 |
| Well-being | 3.5 (0.69) | 3.6 (0.74) | 0.31 | 3.1 (0.84) | 3.1 (0.89) | 0.92 | 3.3 (0.87) | 3.3 (0.74) | 0.57 |