



**Work wellbeing is a
winning proposition**

Manageable stress

Flexibility

Work-life balance

Resilience

Engaging

Exciting

Gratitude

Work Wellbeing

Acknowledgement

Appreciation

Interesting work

Boundaries

Recognition

Balance

Stimulating

Harmony



“
What does wellbeing
mean to me?”
—



“

Work wellbeing is how job seekers and employees feel. And how they feel impacts how your company performs.”

LaFawn Davis

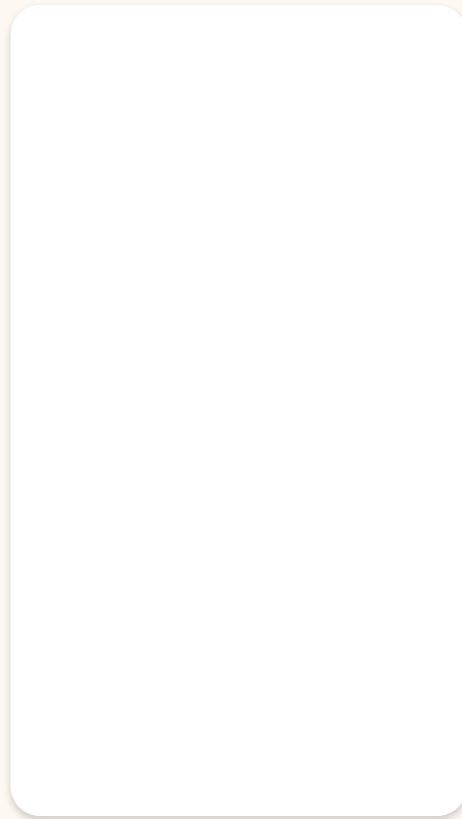
SVP of ESG, Indeed



Walmart	Aetna	Massachusetts	Starbucks	Bank of New York	Land O'Lakes	Anadarko	Sonic Automotive	PVH	W.R. Berkley	Spirit	Owens Corning	Toll Brothers	Google Drive
Exxon Mobil	FedEx	Mutual Life	Qualcomm	Mellon	Loews	Petroleum	Ally Financial	Avis Budget	WESCO	AeroSystems	Motorola	Seaboard	Unilever
Berkshire	United	Insurance	Dollar Tree	Freeport-	Kinder Morgan	Estee Lauder	LKQ	Group	International	Holdings	Solutions	Booz Allen	Best Buy
Hathaway	Technologies	Rite Aid	PBF Energy	McMoRan	FirstEnergy	State Street Corp.	BorgWarner	Targa Resources	Coty	R.R. Donnelley &	NVR	Hamilton	Budweiser
Apple	Prudential	ConocoPhillips	Icahn Enterprises	Genuine Parts	Occidental	Tesla	Fidelity National	Hertz Global	WEC Energy	Sons	Rockwell	First American	Aldi USA
UnitedHealth	Financial	CHS	Aflac	Emerson Electric	Petroleum	Netflix	Financial	Holdings	Group	Harris	Automation	Financial	Aldi UK
Group	Albertsons Cos.	M	AutoNation	DaVita	Viacom	Alcoa	SunTrust Banks	Calpine	Masco	Expeditors Intl. of	TreeHouse Foods	Cincinnati	DuckDuckGo
McKesson	Sysco	Time Warner	Penske	Supervalu	PayPal Holdings	Discover	IQVIA Holdings	Mutual of Omaha	DXC Technology	Washington	Wynn Resorts	Financial	Toyota
CVS Health	Disney	General	Automotive Group	Gap	NGL Energy	Financial Services	Reliance Steel &	Insurance	Auto-Owners	Discovery	Olin	Avon Products	Mercedes
Amazon.com	Humana	Dynamics	Whirlpool	General Mills	Partners	Praxair	Aluminum	Crown Holdings	Insurance	Owens-Illinois	American Axle &	Northern Trust	Ford Mustang
AT&T	Pfizer	USAA	Union Pacific	Nordstrom	Celgene	CSX	Nvidia	Peter Kiewit Sons'	Jones Financial	Sanmina	Manufacturing	Fiserv	Audi
General Motors	HP	Capital One	Southwest Airlines	Colgate-	Arconic	Xcel Energy	Voya Financial	Dick's Sporting	(Edward Jones)	KeyCorp	Old Republic	Harley-Davidson	Tesla Asia
Ford Motor	Lockheed Martin	Financial	ManpowerGroup	Palmolive	Kellogg	Unum Group	CenterPoint	Goods	Liberty Media	American	International	Cheniere Energy	Disney Cruise
AmerisourceBerg	AIG	Deere	Thermo Fisher	American Electric	Las Vegas Sands	Universal Health	Energy	PulteGroup	Erie Insurance	Financial Group	Chemours	Patterson	Merrill Lynch
en	Centene	INTLFCStone	Scientific	Power	Stanley Black &	Services	eBay	Navistar	Group	Oshkosh	iHeartMedia	Peabody Energy	Space X
Chevron	Cisco Systems	Northwestern	Bristol-Myers	XPO Logistics	Decker	Next Energy	Eastman	International	Century	Rockwell Collins	Ameren	ON Semiconductor	Cole Haan
Cardinal Health	HCA Healthcare	Mutual	Quibb	Goodyear	Boeing	Energy Resources	Chromalox	Financial	Intl. L	Kindred	Arthur J.	Simon Property	Apple Music
Costco	Energy Transfer	Enterprise	Halliburton	Rubber	Lennar	Sempra Energy	American Family	for Lutherans	Huntington	Healthcare	Gallagher	Group	Electronic Arts
Verizon	Equity	Standard	Partners	Terra	Healthcare	Financial Group	Co. Bank	Uses "Title"	Insurance Group	USA Bank	Food	Industries	Slides
Kroger	California	Walmart	Reckitt	Learn	St. Jude	Wells Fargo	Equifax	Bank of America	Charm	Bank of America	Equifax	Sealed Air	NetApp
General Electric	Nationwide	Hewlett-Packard	Cummins	Sherwin-Williams	Dominion Energy	Automotive	Pacific Life	Chemicals	J.M. Smucker	Dr Pepper	UGI	Polaris Industries	Nike Store
Walgreens Boots	Morgan Stanley	Enterprise	Micron	PPG Industries	Reinsurance	Entergy	Chesapeake	Veritiv	Delek US	Snapple Group	Realogy Holdings	Pioneer Natural	Sony
Alliance	Liberty Mutual	Philip Morris	Technology	Texas	Group of America	Molson Coors	Energy	AGCO	Holdings	American Tower	Burlington Stores	Resources	Wendy's
JPMorgan Chase	Insurance Group	International	Nucor	Instruments	J.C. Penney	Brewing	Mohawk	Genworth	Newmont Mining	Fortive	Regions Financial	ABM Industries	Subway
Fannie Mae	New York Life	Twenty-First	Molina Healthcare	C.H. Robinson	Mastercard	L3 Technologies	Industries	Financial	Constellation	Ralph Lauren	AK Steel Holding	Vistra Energy	Fiverr
Alphabet	Insurance	Century Fox	Fluor	Worldwide	BlackRock	Ball	Quanta Services	Univar	Brands	HRG Group	Securian Financial	Cintas	Twitter Live
Home Depot	Goldman Sachs	AbbVie	Altria Group	WestRock	Henry Schein	AutoZone	Advance Auto	News Corp.	Ryder System	Ascena Retail	Group	IGN	Airbnb
Bank of America	Group	Abbott	Paccar	Cognizant	Guardian Life Ins.	Murphy USA	Parts	SpartanNash	National Oilwell	Group	S&P Global	Rockstar Games	Chick-fil-A
Corp.	American Airlines	Laboratories	Hartford Financial	Technology	Co. of America	MGM Resorts	Owens & Minor	Westlake	Varco	United Rentals	Markel	Ubisoft	Vegas
Express Scripts	Group	Progressive	Services	Solutions	Stryker	International	United Natural	Chemical	Adobe Systems	Casey's General	TravelCenters of	XBox	Ticketmaster
Holding	Best Buy	Arrow Electronics	Kohl's	Newell Brands	Jefferies Financial	Office Depot	Foods	Williams	LifePoint Health	Stores	America	Nintendo US	Merrill Edge
Wells Fargo	Cigna	Kraft Heinz	Western Digital	CBS	Group	Huntsman	Tenneco	Lam Research	Tractor Supply	Graybar Electric	Conduent	Nintendo UK	Intel (Corporate
Boeing	Charter	Plains GP	Jabil	Envision	VF	Baxter	Conagra Brands	Alaska Air Group	Thor Industries	Avery Dennison	M&T Bank Corp.	Nintendo Europe	PR)
Phillips	Communications	Holdings	Community Health	Healthcare	ADP	International	GameStop	Jones Lang	Dana	MasTec	Clorox	FIAT US	Xfinity

We've created and analyzed the largest work wellbeing dataset, ever

So far, we've analyzed over
15M survey responses



On today's agenda

01 **The state of work wellbeing**

02 **What affects wellbeing?**

03 **Thriving workers drive business performance**

04 **Actions you can take**

05 **Questions**

01

The State of Work Wellbeing

The majority of Canadians are not thriving at work

'You can hear your body scream for rest,' say overworked Canadians struggling to beat inflation

Neither Rebecca Gladney nor Rafid Khan has any spare time on most days of the week



Sarah Antle · CBC News ·

Posted: Nov 27, 2023 4:30 AM EST | Last Updated: November 27, 2023



 2001 comments



Many workers suffering from burnout

Canadians show higher levels of exhaustion, stress, isolation in global survey



Almost two-thirds of Microsoft Teams calls and meetings are unscheduled or conducted ad hoc, finds a survey.

Only 26% of people are thriving at work

Indeed Work Wellbeing Report, based on a commissioned survey
(n=1,510 CA adults), conducted by Forrester Consulting, 2023



Workers that are thriving:

- report their companies care about employee wellbeing
- are less likely to be actively searching for a job and more likely to stay at their current employer
- are generally more satisfied with their career/industry/role
- are more likely to have a longer tenure with their company



74% of people are not thriving at work



Workers that are not thriving:

- are more likely to stress about employers/managers not caring about how they feel
- are more likely to be actively searching for a new job
- are more likely to be new in their profession (< 3 YOE)
- are less likely to feel energized in their work tasks, trust people in their company, or feel a sense of belonging



**Employees thrive
when they have
high wellbeing**

Other influences on wellbeing

Happiness
Purpose
Stress
Satisfaction

Wellbeing
outcomes

Learning,
Achievement,
Energy

Growth
needs

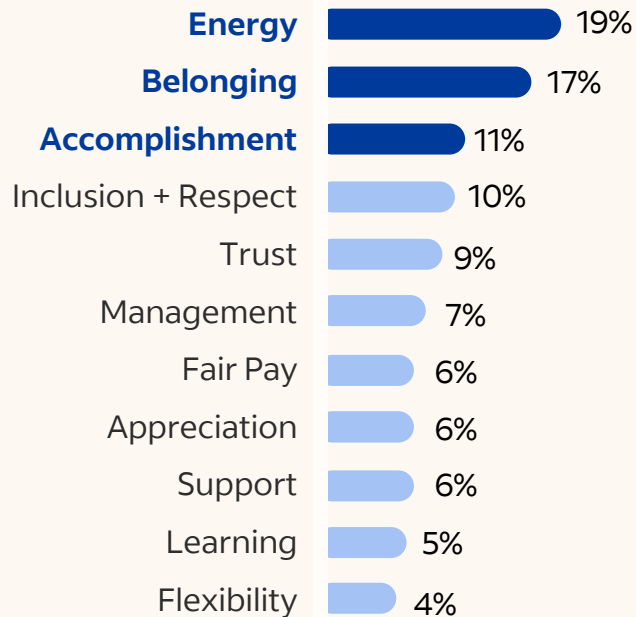
Belonging, Inclusion,
Support, Manager Support,
Appreciation

Social
needs

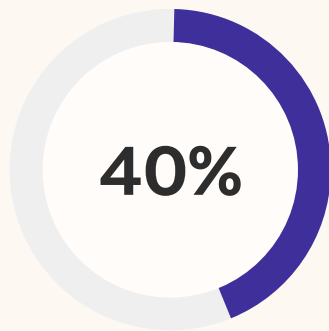
Fair Pay, Trust,
Flexibility

Foundational
needs

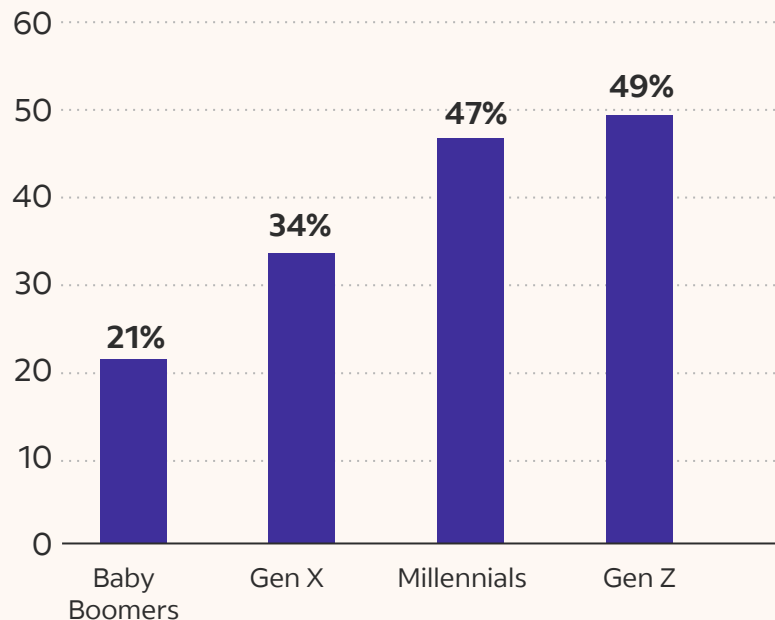
What drives work wellbeing?



Expectations are rising—and faster among younger generations



of people report their work wellbeing expectations are **higher** than they were just one year ago



02

What affects wellbeing?

Wellbeing affects performance in six ways:



What affects wellbeing?

Productivity + Creativity

Indeed Work Wellbeing Report, based on a commissioned survey (n=1,510 CA adults), conducted by Forrester Consulting, 2023

Percentages may not total 100 due to rounding and other factors.

	Happy	Weren't Happy
Prioritize work effectively	75%	35%
Put a lot of time and energy into your tasks	74%	35%
Solve problems creatively or adapt to a new way of working/thinking	71%	31%
Prioritize things that benefit your company	67%	30%
Bounce back quickly from a bad meeting or workday	61%	24%

What affects wellbeing?

Health + Relationships

How does your wellbeing at work impact the following?

63% Self-confidence in professional life



60% Quality of life



59% Satisfaction with life



58% Self-esteem



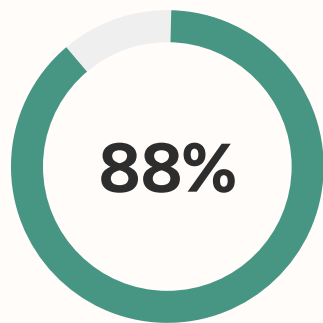
53% Personal relationships



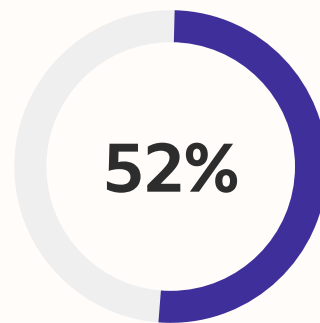
51% Career trajectory



High wellbeing supports retention



those with
high wellbeing will stay
within the next year

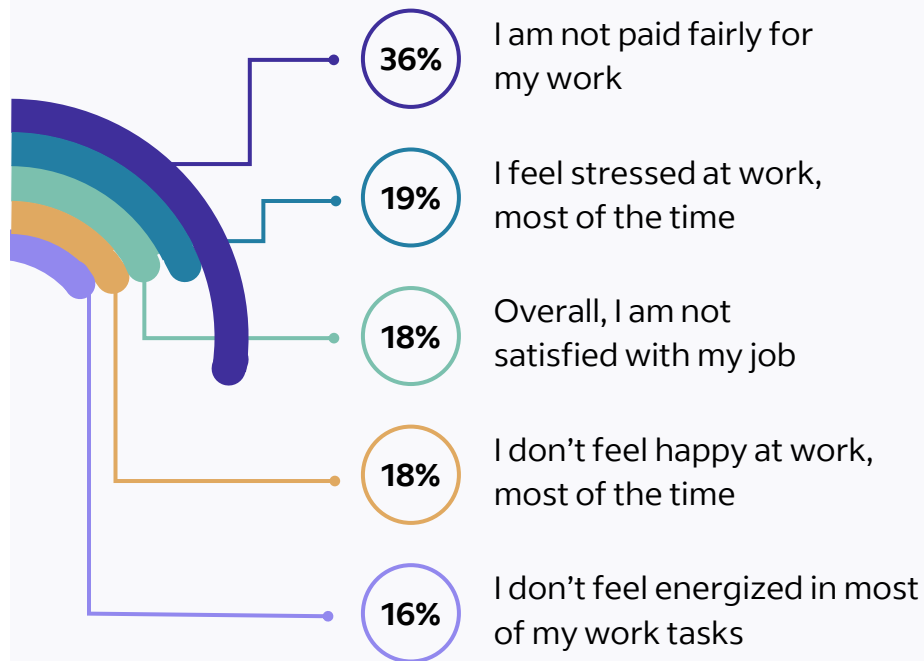


those with
lower wellbeing will stay
within the next year

What affects wellbeing?

Retention

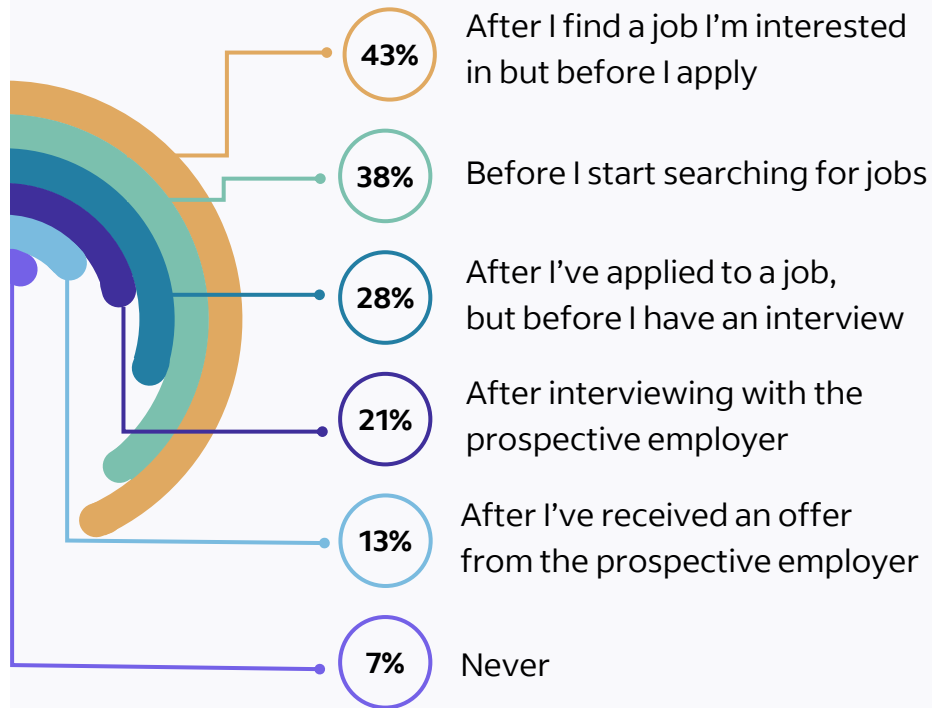
What are reasons why you would consider new opportunities?



What affects wellbeing?

Recruitment

At what, if any, point(s) in your job search would workplace happiness and wellbeing data be the most helpful?



03

Thriving Workers Drive Business Performance

Higher company wellbeing
levels are also predictive of
future performance

Greater employee wellbeing is tied to **higher company valuation**




Greater employee wellbeing is tied to **higher return on assets**



Greater employee wellbeing is tied to **greater profits**





In January 2021, if you'd invested \$1,000
in the top 100 wellbeing companies,
by January 2023 you would have \$1,300

which is **20%** higher than the S&P 500
30% higher than the Nasdaq

04

Actions you can take

Moving beyond “wellness perks”
to building cultures of wellbeing

We identified eight signals of a strong wellbeing strategy.

1.
Measures
employee
wellbeing

2.
Prioritizes
employee
wellbeing over
profit

3.
Connects
employee
wellbeing and
happiness to
**business
success**

4.
Senior
leadership
understands
day-to-day
employee
struggles

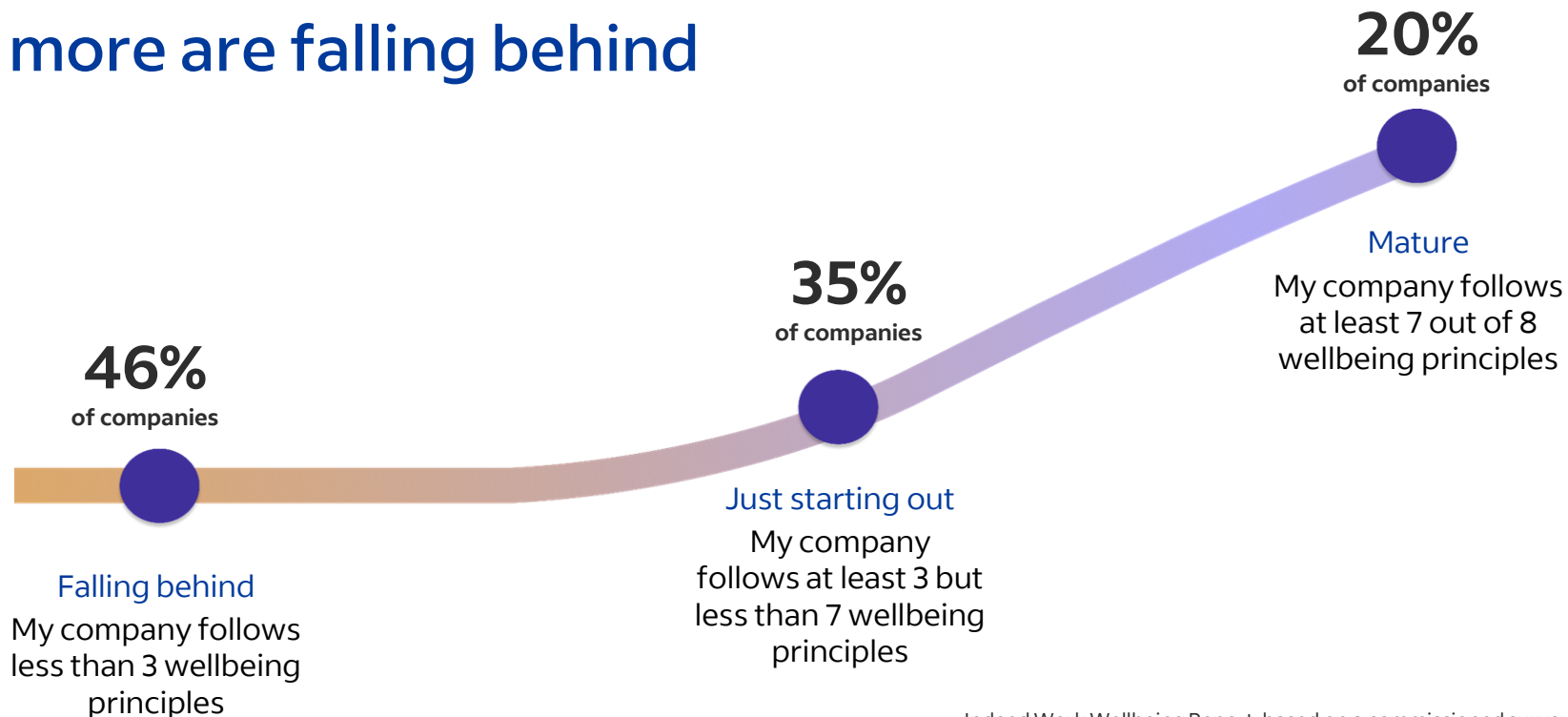
5.
Senior
leadership
sets goals
to increase
wellbeing,
reduce stress,
etc.

6.
Senior
leadership
adjusts how
things work
based on
employee
feedback

7.
Senior
leadership
doesn't expect
people to
overwork
when not
needed

8.
Senior
leadership
doesn't
promote **toxic
company
culture**

Some companies are emerging as leaders, more are falling behind



Tactics

Cultivate a culture of recognition



Be SAGE in how you deliver recognition



Reward employees for their effort



Prioritize decency, kindness, and civility



Recognize your role as a leader in driving worker wellbeing

Measuring wellbeing



Happiness

I feel happy at work, most of the time



Purpose

My work has a clear sense of purpose



Stress

I feel stressed at work, most of the time



Satisfaction

I feel completely satisfied with my work

Managers play an outsized role in employee wellbeing

Management strategies

- Invest in soft-skills training
- Micro-actions matter most
- Stress reduction for managers strengthens everyone
- Supportive managers unlock personal growth

Create a culture of wellbeing

- Measure wellbeing at your company
- Help improve your score by having employees take the survey
- Track performance over time to see your progress

Measuring wellbeing



Happiness

I feel happy at work, most of the time



Purpose

My work has a clear sense of purpose



Stress

I feel stressed at work, most of the time



Satisfaction

I feel completely satisfied with my work

05

Questions?

