



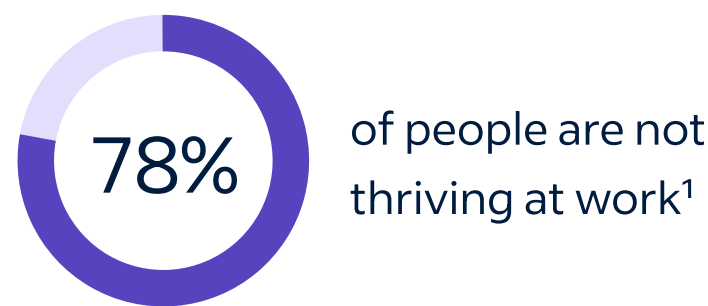
Fostering wellbeing
at work to attract
and retain top talent



Wellbeing is an important performance driver

Indeed has a long and abiding interest in work wellbeing as part of our commitment to creating better work for all. In fact, our dataset on work wellbeing—spanning 19 countries, with over 250 million data points collected—is the largest in the world.¹

The 2024 edition of our Global Work Wellbeing Report revealed that work wellbeing hasn't recovered from the pandemic and has continued to decline over the past four years. A striking majority of respondents reported they were not thriving at work, revealing widespread struggles across all four work wellbeing indicators of happiness, purpose, satisfaction, and, in particular, stress.



While many may assume that pay and flexibility are the top drivers of work wellbeing, employee surveys tell a different story. Belonging, inclusion, and feeling energized are the three biggest drivers, with belonging ranking at the top.¹



Belonging means being treated like a human. Bringing your whole self to the workplace and having valuable social relations—and, who knows, even making friends at work.”

Jan-Emmanuel De Neve
Professor of Economics & Director of the Wellbeing Research Centre,
University of Oxford

Wellbeing offers benefits to business

An Indeed-sponsored report from Harvard Business Review Analytics Services found that companies almost universally agree happy workers provide a competitive advantage and make it easier to retain talent.² And in a simulated portfolio of the top 100 publicly traded companies on Indeed, those with high Work Wellbeing Scores outperformed stock market benchmarks.¹ These conclusions confirm what we’ve long believed at Indeed: investing in work wellbeing confers benefits to business in important ways.

Productivity boost

A study of British telecom call centers found that happy employees made more calls per hour and booked 12% more in sales. The correlation was particularly powerful for tasks that require social and emotional intelligence, such as dealing with a disgruntled customer or trying to sell a more complex product.

Talent attraction

In an MIT study that tested how Indeed’s Workplace Wellbeing scores impact job search behavior, job seekers were 80% more likely to apply to companies with high wellbeing scores. Likewise, employers that climb up the list also receive more applicants.

Employee retention

Research shows that companies with high Indeed Workplace Wellbeing scores have lower turnover, while those with low scores experience higher turnover.¹ For example, H&R Block increased its retention rates from 89% to 93% over the past few years. Employee surveys indicate that this is due, in part, to its benefits, which include giving employees a full “reboot week” off.

Strategies to improve work wellbeing for talent attraction

A company's demonstrated commitments to work wellbeing can make a real difference to their recruitment and hiring process. Set your talent leaders up for success with concerted efforts to support wellbeing in the three key areas of compensation, flexibility, and inclusion and belonging.

Compensation

Employee compensation reflects an organization's commitment to work wellbeing. Fairly compensated employees are more satisfied with their jobs, loyal to their organizations, and better able to support their families.

- 1 Transparency**
Be transparent about pay and be open to giving raises to narrow inequalities.
- 2 Negotiation**
Give employees opportunities to renegotiate pay and outline the process for negotiations.
- 3 Fair pay**
Pay a living wage at minimum as this can improve health and reduce symptoms of mental illness.
- 4 Profit sharing**
Share profits with employees, for example, through stock options or bonuses.
- 5 Group incentives**
Implement group incentive pay to foster greater information sharing, trust in management, and a more positive work culture.

Flexibility

Granting employees more freedom over where and when they work can improve their wellbeing and productivity. Flexibility can also be offered through periods of leave for personal or professional reasons, promoting rejuvenation and inspiration.

- 1 Remote work**
Give employees the option to work from home and provide them with equipment like headphones and keyboards to foster an environment of comfort and productivity.
- 2 Autonomy**
Let employees have autonomy over their schedule to reduce stress and improve work-life balance.
- 3 Time off**
Recharge employees with the option to take leave or offer sabbaticals and deferred compensation.
- 4 Parental leave**
Encourage employees to take any available paid parental leave and establish mechanisms to mitigate negative career consequences resulting from missed opportunities.



Inclusion & Belonging

Belonging happens when people feel accepted and supported as their true, authentic selves.

- 1 Inclusion**
Promote inclusivity—diverse teams with an inclusive culture not only support employee wellbeing, but can boost business performance through innovation and leadership.
- 2 Bias reduction**
Remove words associated with gender stereotypes from job descriptions, anonymize applicants to overcome stereotyping, and test applicants in the later stages of the hiring process.
- 3 Representation**
Improve senior-level representation through mentoring and sponsorship, especially for underrepresented employee groups.

Sources

1 Indeed Global Work Wellbeing Report 2024, analyzed by the University of Oxford Wellbeing Research Centre with Dr. Jan-Emmanuel De Neve and Dr. George Ward

2 Indeed Report: *Tapping Into Today's Tech Talent*, 2024





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