Work Wellbeing
2022 Insights Report
Indeed is committed to measuring and understanding work wellbeing to benefit individuals, businesses, and society.

We want to help people find better work that enables greater wellbeing, and inspire companies to foster environments where people can thrive.
People are seeking work wellbeing

1. Workforce expectations continue to rise — accelerated by a global pandemic. Fair pay and flexibility are no longer the only key metrics people are considering when searching for their next role.

2. Stress is leading to turnover. Lack of satisfaction, happiness, and increased stress is leading to turnover.

3. Measuring and understanding employee wellbeing is becoming vital to attracting and retaining talent. 90% of people believe that how we feel at work matters.

4. Recommendations. Put people and their wellbeing at the core of your business decisions. By knowing what matters, and how you’re doing, we can begin the journey to increasing work happiness together.

Key takeaways:

“A composite of these 4 items for work would make for the perfect and holistic measure of employee wellbeing. This would also reflect how policy-makers and statistical agencies across the OECD are measuring these varying dimensions of Wellbeing (see e.g. OECD, UK Office for National Statistics).”

Prof. Jan-Emmanuel de Neve
Professor of Economics and Director, Wellbeing Research Centre, University of Oxford
Chapter 1

Work wellbeing as an expectation
Chapter key takeaways:

1. Fair pay and flexibility continue to be table stakes.

2. However, second to pay – stress, lack of satisfaction, and happiness are the leading reasons people are looking for new opportunities.

3. People report that expectations around happiness at work continue to increase.

After pay – stress, lack of satisfaction, and happiness are the leading reasons people look for new opportunities.

How we feel at work impacts our entire life - and most of us believe companies should care about it.

- Believe work can provide more than just a paycheck (86%)
- Report work impacts their happiness at home (86%)
- Believe it is important to find companies that care about how you feel (82%)

Measuring and prioritizing wellbeing starts with understanding what drives it.

**Work wellbeing as an expectation**

**Wellbeing outcomes**
The four key dimensions that indicate work wellbeing.

**Wellbeing drivers**
These drivers explain why people feel the way they feel. They shape happiness, stress, satisfaction, and purpose.
Expectations are here to stay

What we think matters vs. what actually does

Pay and flexibility will always be table stakes. However, after deeper analysis, our research shows that feeling energized, a sense of belonging and trust continue to have a higher influence on happiness, stress, satisfaction, and purpose levels.

Stated Importance
What people think matters

- Paid Fairly: 33%
- Flexibility: 16%
- Inclusion: 8%
- Achievement: 7%
- Appreciation: 6%
- Belonging: 6%
- Support: 6%
- Trust: 6%
- Learning: 5%
- Manager Support: 4%
- Energy: 4%

Revealed Importance
What actually matters

- Energy: 18%
- Belonging: 16%
- Trust: 10%
- Achievement: 10%
- Paid Fairly: 8%
- Inclusion: 8%
- Manager Support: 7%
- Support: 7%
- Flexibility: 6%
- Appreciation: 6%
- Learning: 5%

Stated importance analysis via a Max Diff analysis. Revealed importance analysis via a Shapley Regression.
People feel that individual happiness at work is a shared responsibility between individuals and the organization, with managers having a critical role.


Q - Who was responsible for an individual's happiness at work at your company? Allocate 100 points across the options below according to their impact on employees' happiness at work. In each row, enter a number between 0 and 100.
Chapter 2

The impact of stress
Chapter key takeaways:

1. Employees are more likely to lose concentration, become less motivated, and make more mistakes when stressed at work.

2. While stress is a leading reason people search for new opportunities – not all stress is created equal.

The impact of stress

59% agree experiencing stress debilitates performance and productivity.

56% agree experiencing stress inhibits learning and growth.

Employees are more likely to lose concentration, become less motivated, and make more mistakes when stressed at work.

The impact of stress

Employees are more likely to lose concentration, become less motivated, and make more mistakes when stressed at work.

50% Lose ability to concentrate

41% Get less motivated to do my best work

40% Make more mistakes

33% Express myself poorly when talking to colleagues/clients (e.g. speak harshly, aggressively etc.)

The nature of my work can be stressful (e.g., too monotonous / related to handling requests from customers, etc.)

What is causing stress?
Nearly half of people report that the nature of their work is stressful and includes tight deadlines.

Not all stress is created equal

Positive vs. negative stress mindset
The impact of stress

People with positive stress mindset cope with stress factors better and feel happier at work.

Positive stress mindset: Views stress as a challenge to be embraced, moving individuals to perform better.

Contributors:

- Leadership setting goals to increase worker happiness and reduce stress.¹

- Manager creating action plans to increase happiness and reduce stress contribute the most to a positive stress mindset.¹

Negative stress mindset: Views stress as harmful, toxic, or debilitating.

Contributors:

- A manager not caring about how the employee feels at work.¹

- Conflicts / bad relationships with colleague or a manager contribute the most to a negative stress mindset.¹

Source: Indeed Workplace Happiness Report, based on a commissioned survey, conducted by Forrester Consulting, 2022.¹

When stressed, people with a positive stress mindset are...

3x more likely to
- get more focused on their daily tasks
- accomplish more in a short time
- get more motivated to do their best at work

2x less likely to
- lose the ability to concentrate
- make more mistakes at work
- express themselves poorly (e.g., speak harshly, aggressively)

1.5x less likely to
- consider new opportunities due to stress when they feel stress at work

Source: Indeed Workplace Happiness Report, based on a commissioned survey, conducted by Forrester Consulting, 2022.¹

The impact of stress

What happens when people are stressed at work?

<table>
<thead>
<tr>
<th></th>
<th>Negative Stress Mindset</th>
<th>Positive Stress Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get more focused on my daily tasks</td>
<td>11%</td>
<td>31%</td>
</tr>
<tr>
<td>Accomplish more in a short time</td>
<td>11%</td>
<td>28%</td>
</tr>
<tr>
<td>Get more motivated to do my best at work</td>
<td>10%</td>
<td>33%</td>
</tr>
<tr>
<td>Lose ability to concentrate</td>
<td>59%</td>
<td>32%</td>
</tr>
<tr>
<td>Make more mistakes</td>
<td>48%</td>
<td>25%</td>
</tr>
<tr>
<td>Express myself poorly when talking to colleagues/clients</td>
<td>39%</td>
<td>21%</td>
</tr>
<tr>
<td>Would consider new opportunities because they feel stressed at work, most of the time</td>
<td>29%</td>
<td>19%</td>
</tr>
</tbody>
</table>

*Note: all differences on the slide are statistically significant at the 95% CL.

Base: Total respondents 2022: 5,026; Total base split for negative (n=3,426) and positive (n=1,600); Total base split for considering switching jobs for negative (n=2,457) and positive (1,211).


Negative Stress Mindset – less than 50 on a 0-100 scale
Positive Stress Response – 50+ on a 0-100 scale
Wellbeing is a business strategy
Chapter key takeaways:

1. Most employees agree that their wellbeing is tied to the success of their business.
2. Fewer agree that their company is prioritizing wellbeing over profit.
3. Only half report their company is measuring it.

80% of people report it is important to see information around employee wellbeing when considering working at a company.

## Wellbeing is a business strategy

<table>
<thead>
<tr>
<th>People who report having a low level of “wellbeing” at work:</th>
<th>People who report having a higher level of &quot;wellbeing&quot; at work:</th>
</tr>
</thead>
<tbody>
<tr>
<td>16% Likely to stay at current employer for next 12 months</td>
<td>87% Likely to stay at current employer for next 12 months</td>
</tr>
<tr>
<td>14% My company believes employee wellbeing and happiness = business success</td>
<td>80% My company believes employee wellbeing and happiness = business success</td>
</tr>
<tr>
<td>7% Report the company is measuring wellbeing</td>
<td>66% Report the company is measuring wellbeing</td>
</tr>
</tbody>
</table>

Base: High level of wellbeing respondents (n=1,479) and low level of wellbeing respondents (n=123).

Employees agree that their company believes their wellbeing is tied to the success of their business.

Yet, many companies are not actively prioritizing wellbeing.

Wellbeing is a business strategy

Among those that indicate their company measures happiness and wellbeing...

80% are more likely to stay at their current employer for the next year.

Base: Total employed respondents that indicate their company measures happiness and wellbeing (n=2,409).
Yet only 49% of people report their company is measuring happiness and wellbeing.

Measuring Work Wellbeing

Fueled by the world’s largest study of work happiness, Indeed’s Work Happiness Score collects and displays wellbeing data on employer profiles across indeed.

- 4 key wellbeing outcomes: happiness, stress, purpose, and satisfaction.
- 11 wellbeing drivers: belonging, appreciation, trust, fair pay, flexibility, inclusion, support, energy, manager support, achievement, and learning.

Developed with the guidance of leading happiness experts

Dr. Sonja Lyubomirsky
Distinguished Professor of Psychology

Professor Jan-Emmanuel de Neve, Director of Oxford’s Wellbeing Research Centre

Source: *2022 Indeed.com data, based on number of survey responses globally.
Chapter 4

Recommendations
Chapter key takeaways:

1. Indeed’s work happiness data set provides critical wellbeing metrics so employers can understand, prioritize, and take actionable steps to foster environments where their workforce can thrive and future talent are inspired to apply.

2. Prioritize work wellbeing by measuring it and creating a strategy to improve it.

Measure wellbeing at your company

People think pay and flexibility are most important and employers do need to meet those expectations.

More importantly, employers need to go a step further - because to really keep people thriving at work they need to ensure workers are energized by their work, feel a sense of belonging, and have trust in their leadership and coworkers.

**Measurement is key.** Utilize the Indeed Work Happiness Score to understand how your workforce feels. Check in with employees regularly to get feedback internally and better understand your workforce.
By better understanding what your employees value and need to thrive, you can identify areas of opportunity and celebrate efforts that are going well.

Consider what your organization offers employees. What programs, policies or offerings do you provide that support these drivers? If you have initiatives in place, how are they impacting wellbeing outcomes? Are solutions working? Measure the impact of efforts against happiness, stress, Satisfaction, and purpose levels.
Leverage managers to prioritize worker wellbeing and foster positive stress mindset.

Managers have the most frequent and impactful interaction with your workforce. Invest in truly developing leaders to provide them the time and space to create dynamics where their team can thrive.

Not all people are great people managers. Ensure you have a pathway for great individual contributors to advance in your organization, without needing to step into people manager roles.

### Recommendations


<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>68%</td>
<td>My manager gives me positive feedback</td>
</tr>
<tr>
<td>66%</td>
<td>My manager sees me as a person with value vs. just an employee</td>
</tr>
<tr>
<td>66%</td>
<td>My manager gives me time and support when needed</td>
</tr>
<tr>
<td>64%</td>
<td>My manager understands what it's like to do my job</td>
</tr>
<tr>
<td>62%</td>
<td>My manager takes employee opinions seriously about important topics</td>
</tr>
<tr>
<td>61%</td>
<td>My manager leads by example</td>
</tr>
<tr>
<td>60%</td>
<td>My manager clearly communicates what success looks like in my role</td>
</tr>
<tr>
<td>58%</td>
<td>My manager advocates for employees internally</td>
</tr>
<tr>
<td>56%</td>
<td>My manager adjusts how things work based on employee feedback</td>
</tr>
<tr>
<td>51%</td>
<td>My manager creates action plans to increase worker happiness, reduce stress, etc.</td>
</tr>
</tbody>
</table>
Pay closer attention to stress

Managing employee stress is important as it leads to higher productivity and retention.

Since not all stress is created equal, understanding what triggers stress within your organization (and why) is key.

By identifying and reducing common trends of negative stress mindset while promoting positive stress mindsets (or resilience) can help improve wellbeing.

For employees with high workloads, especially where they also have tight deadlines, burnout will dramatically increase over time resulting in a higher likelihood to leave their current job. More money will help more for lower paying roles than higher paying ones, but only to a point.

If reducing workload significantly isn’t possible in the short term, then giving people more autonomy over their work will help. This includes providing control over their schedule, helping them keep boundaries between work and personal time, and helping them feel recognized and uniquely valued for their work.

Indeed Work Happiness Report, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022
Learn more about the Work Happiness Score at:

go.indeed.com/happiness
Methodology appendix

Indeed is the #1 job site in the world¹ with over 250 million unique visitors every month.

We worked with Professor Sonja Lyubomirsky and Professor Jan-Emmanuel de Neve to define a new way for employees to review companies that accounts for the key drivers of wellbeing. Since we started collecting data for the Work Happiness Score, over 10 million survey responses have been submitted enabling us to provide a Work Happiness Score for thousands of companies. We make these scores freely accessible to users of Indeed.

This data is useful for jobseekers as they evaluate which companies to work for, and it is also useful for companies, giving clarity on how they compare to other companies across a variety of wellbeing dimensions, and a deeper understanding of their workforce.

For this report, we commissioned Forrester Consulting who surveyed 5,026 active US workers (adults ages 18+ who reported either working full-time or part-time or actively searching for a job, assuming they haven’t been unemployed for more than 2 years). In aggregate, this data reveals insights around a variety of topics related to wellbeing at work, including general perspectives on wellbeing, happiness, drivers of happiness, impact of happiness and wellbeing at work on business results, and different aspects of stress at work.

¹Source: Comscore, Total Visits, September 2021
Stress mindset measure methodology

This measure was developed by Crum, Salovey and Achor (2013) to address the extent to which an individual adopts a mindset that the effects of stress are enhancing or debilitating. Higher scores on the SMM represent the mindset that stress is enhancing – positive (e.g., “Experiencing stress improves health and vitality”) vs. negative (e.g., “The effects of stress are negative and should be avoided”).

Participants rated items on a five-point scale ranging from 0=strongly disagree to 4=strongly agree. SMM scores are obtained by reverse scoring the four negative items (indicated by an *) and then taking the mean of all 8 items.

Stress mindset questions
Rate the extent to which you agree or disagree with the following questions:

1. The effects of stress are negative and should be avoided.*
2. Experiencing stress facilitates my learning and growth.
3. Experiencing stress depletes my health and vitality.*
4. Experiencing stress enhances my performance and productivity.
5. Experiencing stress inhibits my learning and growth.*
7. Experiencing stress debilitates my performance and productivity.*
8. The effects of stress are positive and should be utilized.

Forrester further transformed the mean into an index on 0-100 scale:

Average Index by Country

Respondents were then grouped into “Negative Stress Mindset” (index score = less than 50) and “Positive Stress Mindset” (index score = 50+) groups:
