

The state of work happiness in the UK



What's inside

- 04 Happiness at work** Includes people's thoughts on and the possibility of work happiness.
- 09 Defining work happiness** The definition of work happiness and the dimensions that drive work happiness.
- 12 Dimensions important to work happiness** Discovering what drivers are most important to work happiness.
- 16 2021 Insights on work happiness** A better world of work, and where we go from here.

Why work happiness?

Leading psychologists and experts in wellbeing believe it's even more important to pursue happiness and wellbeing in times of crisis. Why? People with higher levels of positive emotions have more energy, better social structures, and are more generous when it comes to helping others. Happier people are more likely to be resilient, energetic and innovative in times of great challenge or stress. **Given we spend ⅓ of our lives at work, it's time to take a closer look at work happiness.**

We'll explore the dimensions that drive work happiness and highlight which ones experts believe are most critical to our happiness at work.

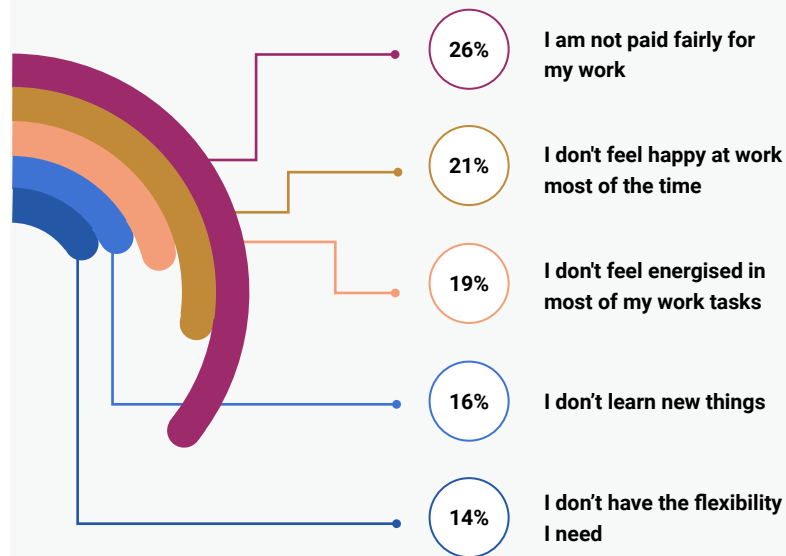
This report focuses on what experts refer to as 'subjective wellbeing', which is synonymous with positive emotions and happiness.



How do people perceive happiness at work?

Rising expectations are leading people to seek more happiness from work.

Second only to pay,
lack of happiness is a
leading reason why
people consider
leaving a job.



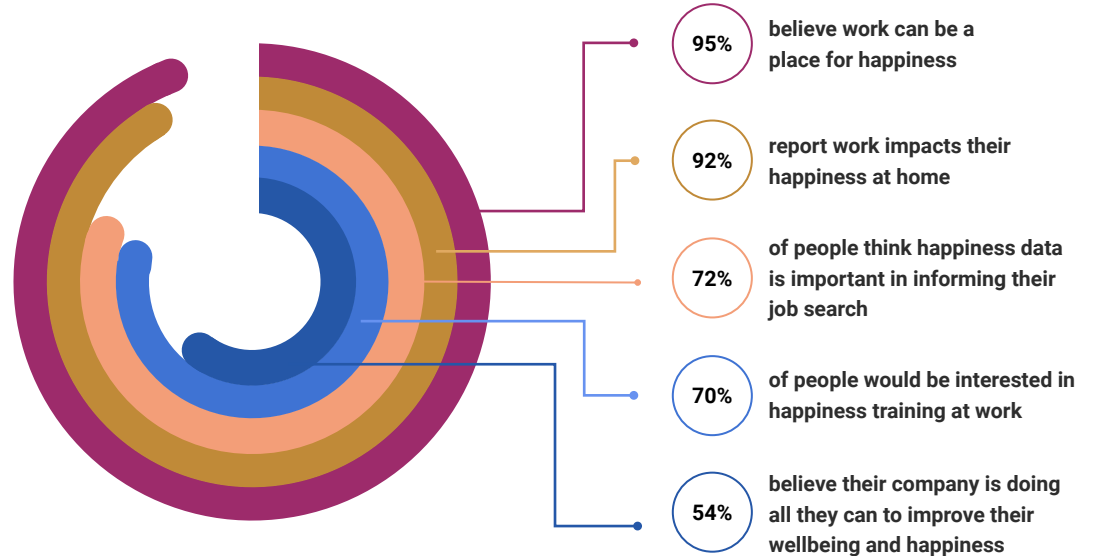


42%

of people report expectations around workforce wellbeing are higher now than they were just five years ago.

Happiness at work is possible

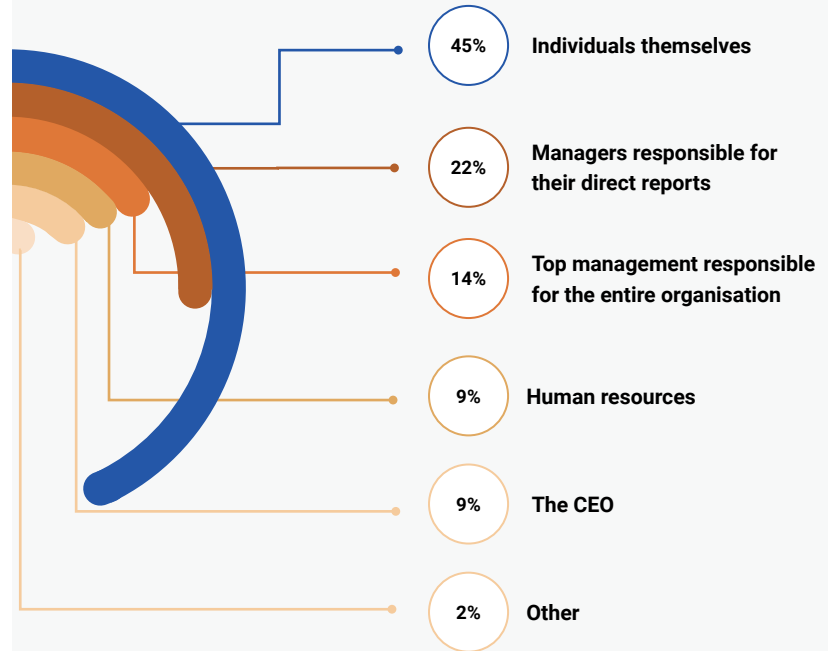
How we feel at work impacts our entire life. Most of us believe we can, absolutely, find happiness at work.



Employees feel that individual happiness at work is a shared responsibility between individuals and the organisation.

Indeed Workplace Happiness Report, a commissioned study, (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021.

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.



What exactly is work happiness?

In order to change something, we'll first need to understand it.

What is work happiness?

This report focuses specifically on what our expert advisers refer to as 'subjective wellbeing', which is synonymous with positive emotions and happiness.



Prof. Jan-Emmanuel de Neve, Oxford,
Wellbeing Centre Director & co-author
of the UN World Happiness Report

'It's about **how we are doing as individuals and communities**, and most importantly, **how that makes us feel. A measurement of wellbeing is asking the question, are you happy**, are you satisfied with your life?'



Dr. Sonja Lyubomirsky,
Distinguished Professor of
Psychology University of
California, Riverside

'Happiness is the **lead term for wellbeing**. When I started out in 1989, there was only one researcher who was studying happiness – Ed Diener. He created a term, "subjective wellbeing" because he didn't think he could get traction if he used the word "happiness", because it was considered this fuzzy unscientific word. **I like "happiness" because people understand what it is!**

Work happiness dimensions

With guidance from our academic partners, we identified several key dimensions which drive our happiness and wellbeing at work.



Belonging



Appreciation



Inclusion



Support



Purpose



Energy



Learning



Achievement



Manager support



Trust



Flexibility



Compensation



Stress-free



Satisfaction

Which of these dimensions are most important to our wellbeing at work?

This is where it gets interesting.

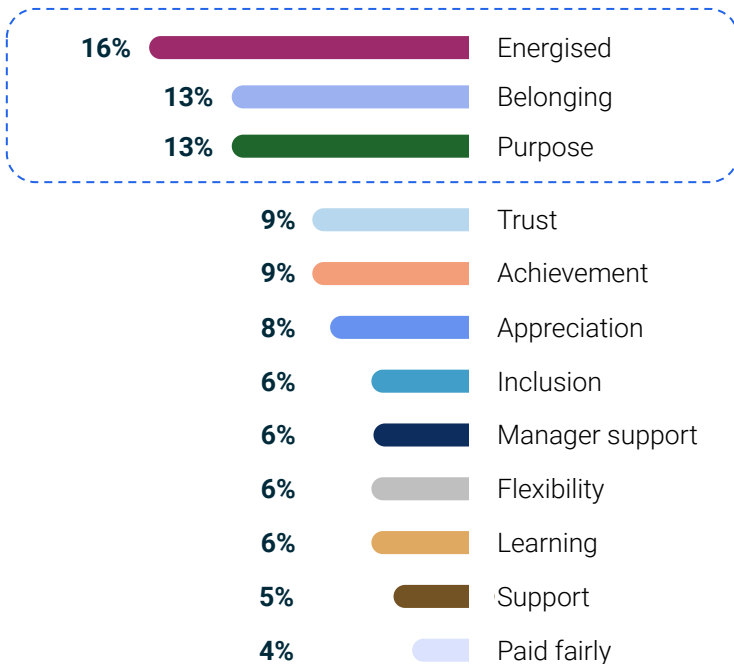
Wellbeing is critical

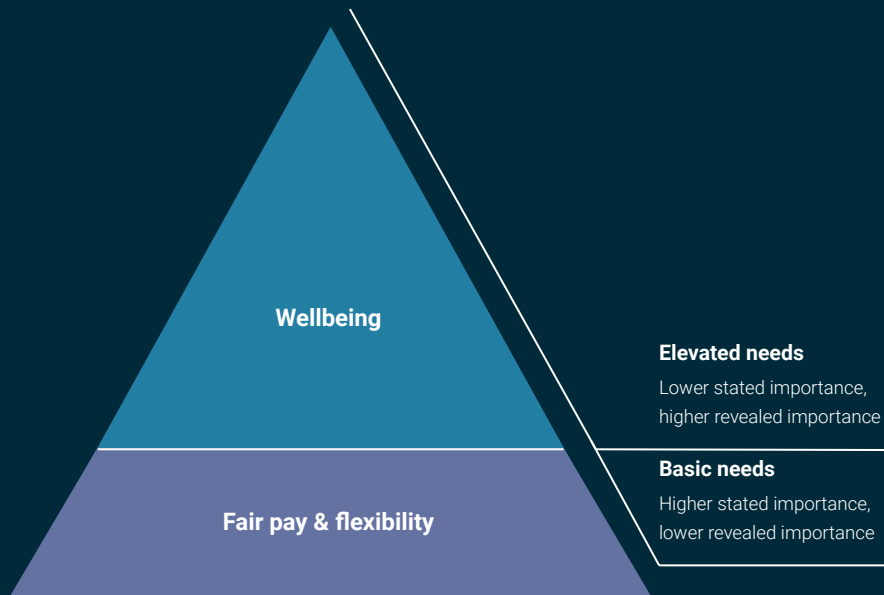
Our research shows that **feeling energised, a sense of belonging and purpose** are even more important to overall wellbeing than pay and flexibility.

Revealed importance analysis via a Shapley value regression
Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021.

What actually makes us happy at work

(revealed importance from Forrester 2021 analysis)





The building blocks of work happiness

Being paid fairly and having flexibility are foundational building blocks and significant factors in choosing to join a company.

Once you're at a company, the emotional insights like whether you feel energised, have a sense of belonging, trust, purpose, and feel included and respected actually drive our happiness more.

In other words, how we *feel* at work matters.

Meet the Work Happiness Score

This new data set helps companies understand how people feel — and why

With over 5.5 million happiness surveys already taken, and counting, Indeed has created the world's largest work happiness study.¹

Developed with the guidance of leading happiness experts.

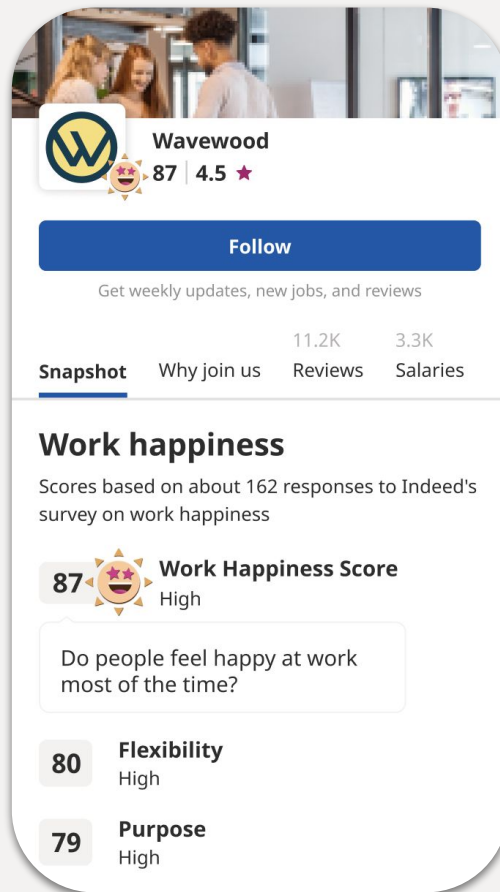


Dr. Sonja Lyubomirsky,
Distinguished
Professor of
Psychology



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

¹2021 Indeed.com data, based on number of survey responses globally



What have we learned in 2021?

Dimensions of social capital remain important during times of crisis.

KEY TAKEAWAY

In difficult times, social capital retains importance.

 **Belonging**

 **Flexibility**

 **Inclusion**

 **Purpose**

 **Support**

These are significant factors that can influence our wellbeing in environments like those we're experiencing today. Social capital elements such as belonging and inclusion remain critical and are often the least prioritised.

Focus area

Belonging

Social connection

Interpersonal relationships

Company value alignment

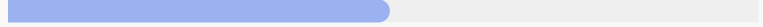
Value add to organisation

People feel their company cares about them, they have friends at work, and they understand their impact on other people and teams.

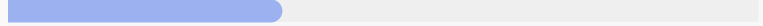
Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What makes you feel a sense of belonging?

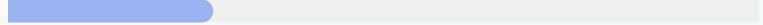
52% Feeling like my company cares about me as a person



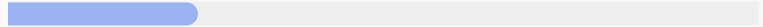
38% Having friends at work



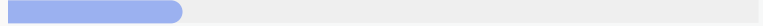
29% Understanding how I impact other people/teams in my organisation



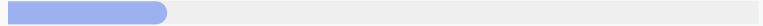
27% Having conversations about things not related to work with my coworkers



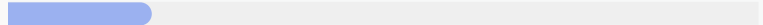
25% Having the company values align with my personal values



23% Being invited to informal social events outside working hours



21% Being invited to important internal meetings



Focus area

Flexibility

Balance

Prioritisation

Time management

Productivity

People feel they have the time and flexibility they need to live their lives.

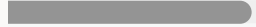
Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What kind of flexibility are people looking for?

35% Being able to set your own working hours



34% Being in control of your own schedule



34% Being able to work remotely when needed



33% Having a chance to pick up more hours or paid overtime if desired



31% Ability to take paid time off when needed



28% Not having to work long hours



Focus area

Inclusion

Non-judgement

Freedom of expression

Authenticity

Acceptance

People feel included when they can express themselves fully (thoughts, feelings, and beliefs) and authentically without fear of judgement or retaliation.

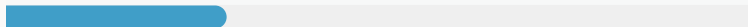
Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What makes you feel included at work?

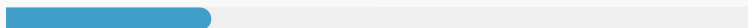
51% Being able to express work-related opinions and ideas freely



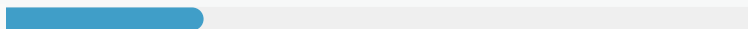
31% Being able to express my personality (e.g. by means of clothing, hair style, etc.) without being judged



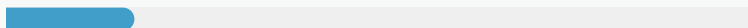
29% Not feeling judged for my background (cultural, professional, educational or personal)



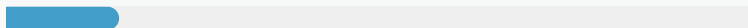
28% Being able to express my non-work-related opinions and ideas freely



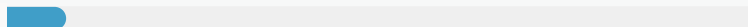
19% Feeling that my cultural values are being respected



17% Being able to celebrate holidays that are important to me



10% Seeing people who look like me



Focus area

Purpose

Value add

Recognition

360-degree view

People feel their work adds value, and they understand how it contributes to a bigger picture. This sense of feeling necessary and being part of the contribution is even more important than feeling connected on a personal level to the work.

Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What makes you feel a sense of purpose at work?

51% When I'm recognised for my contribution



46% When my work adds value



34% When I understand how I impact the bigger picture



30% When I believe that whatever I have been tasked with is necessary



29% When I believe that my work makes the world a better place



27% When I am connected to the work on a personal level



Focus area

Support

Emotional support

Time and resources

Team dynamic

Intentional listening

People feel supported when they are provided with enough time and resources to do their job well and can rely on their coworkers through emotional support.

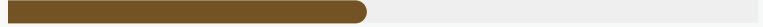
Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What drives feeling supported at work?

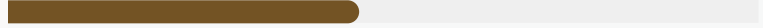
54% Being provided with enough resources to do my job well



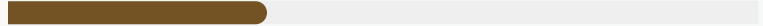
49% Being able to rely on my coworkers



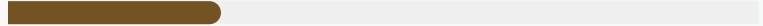
48% Having enough time to do my job well



36% Feeling heard by my team and outside my team



30% Receiving emotional support from my team



Envision our better world of work

Imagine a world in which work has the ability to positively impact our human experience. In this new landscape, standard theories of workforce satisfaction are replaced by a deeper understanding and commitment to our wellbeing as individuals, companies and a society.

As a result of this investment in human 'happiness' capital, people have more psychological safety, energy and resilience. **Individuals feel their workplace prioritises their needs. In turn, companies see increased productivity, retention and revenue.** Communities are stronger and more connected because we're all getting more of what we need to thrive as a collective force.

In this future state, the dimensions of work wellbeing have become the universal language of the workplace. Within the global wellbeing conversation, work has taken a front seat. And, across industries, we're celebrating happier workplaces around the world.

**Together, we can build a better world of work for tomorrow.
We start by understanding how we feel, today.**



Where to go from here

Starting off can certainly be daunting.

The good news? You're likely already doing some great things to make your workplace a happy one.

Most people don't expect perfection, just progress.

01

Work happiness knowledge

Understand what drives wellbeing and the impact it can have on your workplace and business at go.indeed.com/happiness

03

Dive deeper

Identify your top 3 strengths and any below-average areas your company may want to work on. Want even more? Work with your Client Success Representatives to learn about your options.

05

Transparency

Share your plan broadly with your workplace. No person or company is perfect; being honest and authentic about that is what matters.

02

Assess your data

Companies with 10+ [happiness surveys](#) completed on Indeed Company Pages have a Work Happiness Score.

04

Create an action plan

How do your scores align with your company values? Is there an interest to improve your scores? Identify a focus area to celebrate and one to improve.

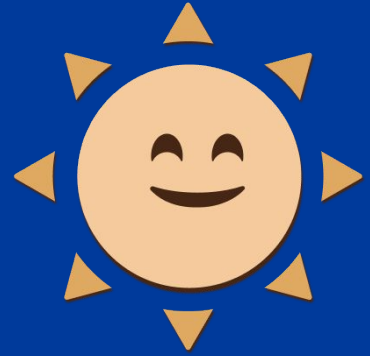
06

Reevaluate

Monitor your wellbeing progress over time. Share what you've learned and what's working to increase your employees' wellbeing.

**How are
you feeling
at work?**

go.indeed.com/happiness



Appendix

Focus area

Energised

Motivation

Daily activity absorption

Work environment

Inspiration

People feel energised in their day-to-day by the people they interact with and the work they do. They want to feel inspired, motivated and challenged while staying fully absorbed.

Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What makes you feel energised at work?

40% When I get fully absorbed in activities I do



39% When I feel inspired to do my best



39% When I get excited about the work I do



36% When I feel challenged by the work I do



31% When I am inspired by people around me



29% When I look forward to being in my work environment



Focus area

Trust

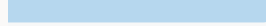
Psychological safety
Assuming positive intent
Feedback and transparency
Autonomy

People feel they can trust their colleagues as individuals. Their leaders are approachable and transparent.

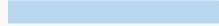
Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What makes you feel a sense of trust?

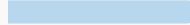
37% Having coworkers I can trust as individuals



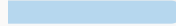
31% Feeling like my company sees me as a person with value vs 'just an employee'



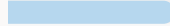
27% Ability to share my opinions safely with my manager and leaders



25% I feel like most people I work with are honest with positive intent



24% Feeling like the company leaders are approachable and welcoming



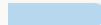
21% Clear communication and visibility into my performance and career path



20% Clarity on how decisions are made



15% Transparency of company performance and health



Focus area

Manager support

Autonomy

Trust

Set up for success

Career/growth conversations

People feel their voice is heard by their manager. They have a safe space to share honest feedback and receive support in navigating difficult situations and their career growth.

Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What makes you feel supported by your manager?

40% Receiving enough support from my manager in difficult situations



39% Feeling heard by my manager



32% Not being micromanaged



32% Feeling that my frank feedback to my manager is welcomed



29% Understanding what I need to do to be successful in my role



27% Having conversations around my growth and development with my manager



24% Having regular meetings with my manager



Focus area

Appreciation

Acknowledgement

Gratitude

Positive feedback

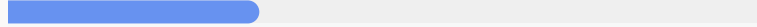
Work matters

People feel recognised and valued for both their work and who they are as individuals. They feel seen and heard.

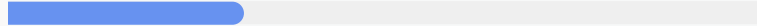
Indeed Workplace Happiness Report, a commissioned study (n=1,534 UK adults) conducted by Forrester Consulting on behalf of Indeed, 2021. Respondents were able to select up to three items.

What factors make you feel most appreciated in your company?

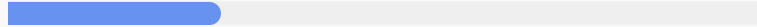
35% Receiving performance bonuses, or incentives



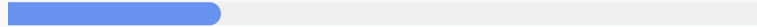
33% Receiving positive feedback from my manager privately



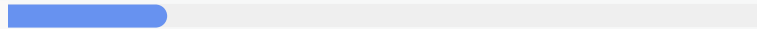
30% Receiving positive feedback from my leadership



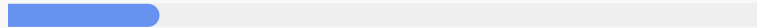
30% Receiving positive feedback from my colleagues



23% Receiving positive feedback from customers



22% Receiving positive feedback from my manager in front of my peers



Focus area

Achievement

Internal validation

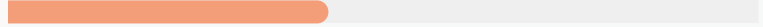
External validation

People feel achievement is driven by people recognizing their accomplishments as well as pride in their own work.

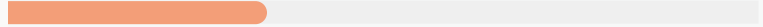
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Achievement at work looks like:

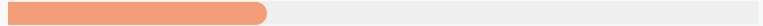
44% My boss recognises my achievements/contribution



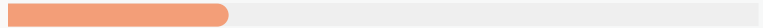
36% I see how results of my work impact people (e.g. clients)



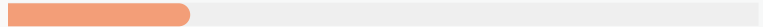
36% I see how results of my work impact my company



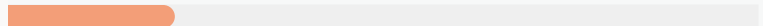
31% My colleagues recognise my achievements/contributions



26% I have a clear understanding of my accomplishments



24% My performance meets certain criteria of goals established by my management



Focus area

Fair pay

Equal
Competitive
Value-driven
Progressive

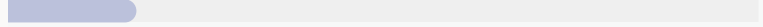
People want to feel they are paid fairly for their contributions and on par with role and industry standards, regardless of their racial background, age, culture or gender.

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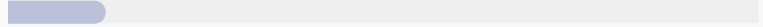
Q: Which of these statements is most closely aligned to your definition of fair pay?

What does fair pay mean to you?

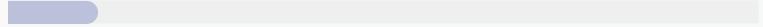
20% Equal pay regardless of gender, age or cultural or racial background



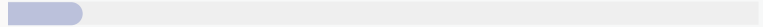
16% Equal compensation among coworkers in the same roles



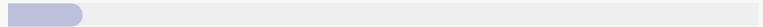
14% Compensation that matches an employee's skill set



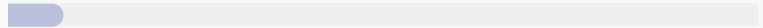
13% Compensation commensurate with the hours put into work



12% Compensation that matches an employee's contribution to the result



9% Annual merit increase to account for an employee's tenure/rate of inflation



9% Compensation matching the market average for the role

