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













Key takeaways:

- 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.
- Stress is leading to turnover. Lack of satisfaction, happiness and increased stress is leading to turnover.
- Measuring and understanding employee wellbeing is becoming vital to attracting and retaining talent. 91% of people believe that how we feel at work matters.
- 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.

Defining work wellbeing



'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).'

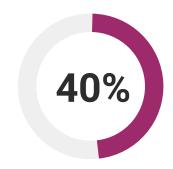


Prof. Jan-Emmanuel de Neve, Professor of Economics and Director, Wellbeing Research Centre, University of Oxford **Chapter 1**

Work wellbeing as an expectation

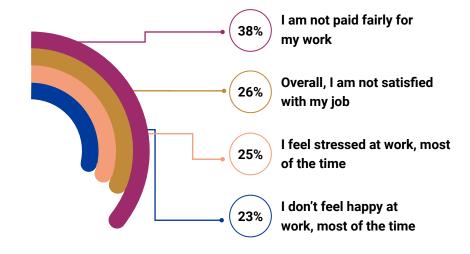
Chapter key takeaways:

- Fair pay and flexibility continue to be table stakes.
- 2. However, second to pay stress, lack of satisfaction and happiness are the leading reasons why people are looking for new opportunities.
- 3. People report that expectations around happiness at work continue to increase.



40% of people say their expectation around happiness at work has increased in <u>just the last year</u>.

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



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



report that work impacts their happiness at home

believe work can provide more than just a payslip

believe it is important to find companies that care about how you feel

Measuring and prioritising wellbeing starts with understanding what drives it.

Happiness
Purpose
Satisfaction
Stress

Achievement

Appreciation

Belonging

Energy

Fair pay

Flexibility

Inclusion

Learning

Manager support

Support

Trust

Wellbeing outcomes

The four key dimensions that indicate work wellbeing.

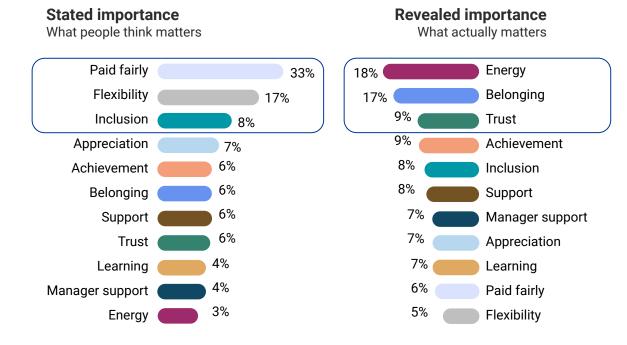
Wellbeing drivers

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 energised**, a sense of belonging and trust continue to have a higher influence on happiness, stress, satisfaction and purpose levels.



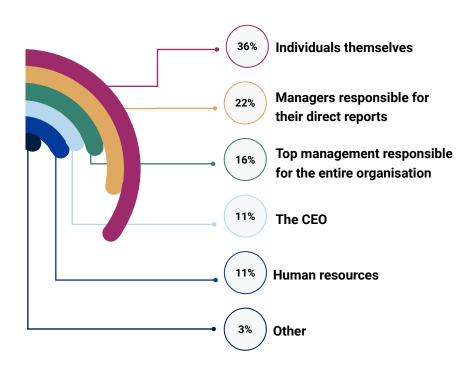
Stated importance analysis via a Max Diff analysis. Revealed importance analysis via a Shapley Regression. *Indeed Work Happiness Report*, based on a commissioned survey (n=2,518 UK adults) conducted by Forrester Consulting, 2022.

Wellbeing responsibility

People feel that individual happiness at work is a shared responsibility between individuals and the organisation, with managers having a critical role.

Indeed Work Happiness Report, based on a commissioned survey (n=2,518 UK adults) conducted by Forrester Consulting, 2022.

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:

- Employees are more likely to lose concentration, become less motivated, and make more mistakes when stressed at work.
- 1. Although stress is a leading reason why people search for new opportunities, not all stress is created equal.



88% of people believe stress at work can significantly decrease quality of life.



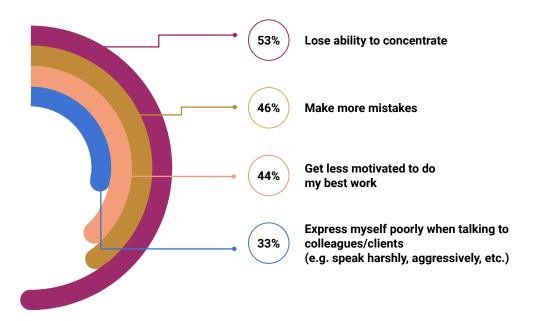
61%

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.



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

53% The nature of my work can be stressful (e.g. too monotonous/related to handling requests from customers, etc.) 50% I often have to deal with tight deadlines 36% I'm not using my strengths at work most of the time 29% My employer/manager doesn't care about how I feel at work 28% The weight of my responsibilities is overwhelming (e.g. too much depends on my decisions) 26% I'm not able to disconnect from work (i.e. always on call) 25% I'm constantly worried about my job security 21% My work is too challenging and feels unachievable I often have conflicts/bad relationships with colleagues or manager at work 19% I have uncomfortable/risky/unsafe workplace conditions

Indeed Work Happiness Report, based on a commissioned survey (n=2,518 UK adults) conducted by Forrester Consulting, 2022.

Not all stress is created equal

Positive vs negative stress mindset

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.

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

Contributors:

- Leadership setting goals to increase worker happiness and reduce stress.¹
- Manager creating action plans to increase happiness and reduce stress contributes the most to a positive stress mindset.¹

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 Work Happiness Report, based on a commissioned survey (n=2,518 UK adults) conducted by Forrester Consulting, 2022.1

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

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

Crum, A. J., Salovey, P., & Achor, S. (2013). Rethinking stress: The role of mindsets in determining the stress response. Journal of personality and social psychology, 104(4), 716.

3 times more likely to

- be more focused on their daily tasks
- accomplish more in a short time
- be more motivated to do their best at work

2 times less likely to¹

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

1.5 times less likely to

 consider new opportunities due to stress when they feel stress at work

What happens when people are stressed at work?

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

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

Base: Total respondents 2022: 2,518; Total base split for negative (n=1,843) and positive (n=675); Total base split for considering switching jobs for negative (n=1,416) and positive (n=497). 2

Crum, A. J., Salovey, P., & Achor, S. (2013). Rethinking stress: The role of mindsets in determining the stress response. Journal of personality and social psychology, 104(4), 716.

	Negative stress mindset	Positive stress mindset
Get more focused on my daily tasks ¹	7%	23%
Accomplish more in a short time ¹	7%	20%
Get more motivated to	6%	27%

	Negative stress mindset	Positive stress mindset
Lose ability to concentrate ¹	61%	33%
Make more mistakes	53%	28%
Express myself poorly when talking to colleagues/clients ¹	38%	20%
Would consider new opportunities because they feel stressed at work, most of the time ^{1,2}	28%	18%

Negative stress mindset – less than 50 on a 0–100 scale Positive stress mindset – 50+ on a 0–100 scale **Chapter 3**

Wellbeing is a business strategy

3 Wellbeing is a business strategy

Chapter key takeaways:

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



78% of people report it is important to see information related to employee wellbeing when considering working at a company.

Wellbeing is a business strategy

People who report having a low level of 'wellbeing' at work:

25% Likely to stay at current employer for next 12 months

My company believes employee wellbeing and happiness = business success

9% Report the company is measuring wellbeing

People who report having a higher level of 'wellbeing' at work:

87% Likely to stay at current employer for next 12 months

My company believes employee wellbeing and happiness = business success

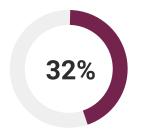
Report the company is measuring wellbeing

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

Yet, many companies are not actively prioritising wellbeing.



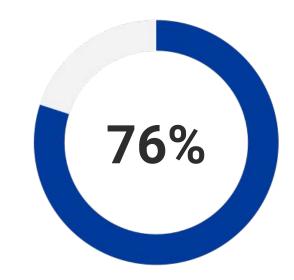
My company believes employee wellbeing = business success.



My company prioritises employee wellbeing over profit.

Wellbeing is a business strategy

Of those who indicate their company measures happiness and wellbeing...



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

Yet only 44% of people report that their company is measuring happiness and wellbeing.

Measuring work wellbeing

Fuelled 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.

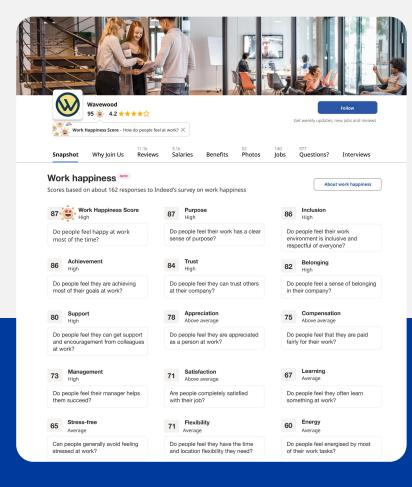
Developed with the guidance of leading happiness experts



Dr Sonja Lyubomirsky Distinguished Professor of Psychology



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



Chapter 4

Recommendations

Chapter key takeaways:

- Indeed's work happiness data set provides critical wellbeing metrics so employers can understand, prioritise and take actionable steps to foster environments where their workforce can thrive and future talent are inspired to apply.
- 1. Prioritise 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 energised by their work, feel a sense of belonging, and have trust in their leadership and coworkers.

Measurement is key. Utilise 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.



Cultivate a culture of wellbeing by focusing on what drives it

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 organisation offers employees. What programmes, 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.

Wellbeing drivers

Happiness
Satisfaction
Purpose
Stress

Learning, Achievement,
Energy

Belonging, Inclusion, Support, Encouragement, Manager Support, Appreciation

Fair Pay, Flexibility, Trust

Wellbeing outcomes

Growth needs

Social needs

Foundational needs

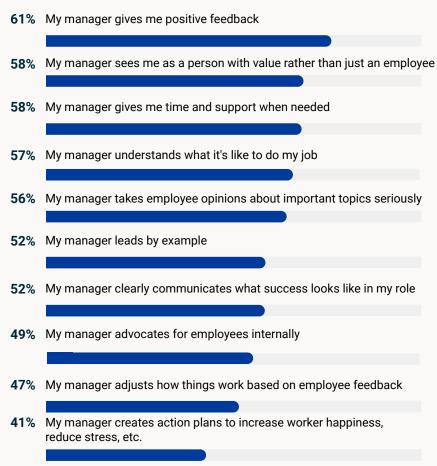
Leverage managers to prioritise worker wellbeing and foster a positive stress mindset.

Managers have the most frequent and impactful interaction with your workforce. Invest in truly developing leaders to provide them with 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 organisation without needing to step into people manager roles.

Indeed Work Happiness Report, based on a commissioned survey (n=2,518 UK adults) conducted by Forrester Consulting, 2022.

There is room for manager action



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 organisation (and why) is key.

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 of leaving their current job. More money will help more with lower paying roles than higher paying ones, but only to a point.

If reducing the 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 recognised and uniquely valued for their work.

Learn more about the Work Happiness Score at:

https://go.indeed.com/workplace-happiness

Methodology appendix

Indeed is the No. 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, as well as a deeper understanding of their workforce.

For this report, we commissioned Forrester Consulting ,who surveyed 2,518 active UK 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 into a variety of topics related to wellbeing at work, including general perspectives on wellbeing, happiness, drivers of happiness, the 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').

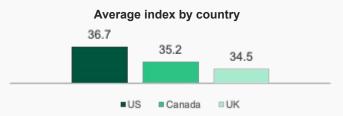
Participants rated items on a five-point scale ranging from 0=strongly disagree to 4=strongly agree. SMM scores are obtained by reverse scoring the four negative items (indicated by an *) and then taking the mean of all 8 items.

Stress mindset questions

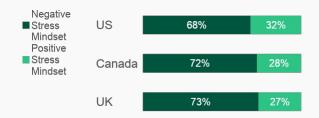
Rate the extent to which you agree or disagree with the following questions:

- 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.*
- 6. Experiencing stress improves my health and vitality.
- 7. Experiencing stress debilitates my performance and productivity.*
- 8. The effects of stress are positive and should be utilised.

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



Respondents were then grouped into 'Negative stress mindset" (index score = less than 50) and 'Positive stress mindset' (index score = 50+) groups:



Source: Indeed Workplace Happiness Report, based on a commissioned survey, conducted by Forrester Consulting, 2022.

Crum, A. J., Salovey, P., & Achor, S. (2013). Rethinking stress: The role of mindsets in determining the stress response. Journal of personality and social psychology, 104(4), 716