

GALLUP®

2022 Worksite Wellness Summit

**BUILDING A STRONG WELLBEING CULTURE
IN THE HYBRID WORKPLACE ERA**

Sept. 7, 2022

Today's Topics

1. Life ratings, stress, and worry: current national trends in key measures
2. The move to hybrid work: current thinking and preferences among U.S. workers
3. The five essential elements of wellbeing: why holistic wellbeing is better
4. Employee engagement and employee wellbeing: how they fit together and which comes first
5. Building a culture of wellbeing in the hybrid workplace era
6. Your roles as leaders

National Trends in Wellbeing

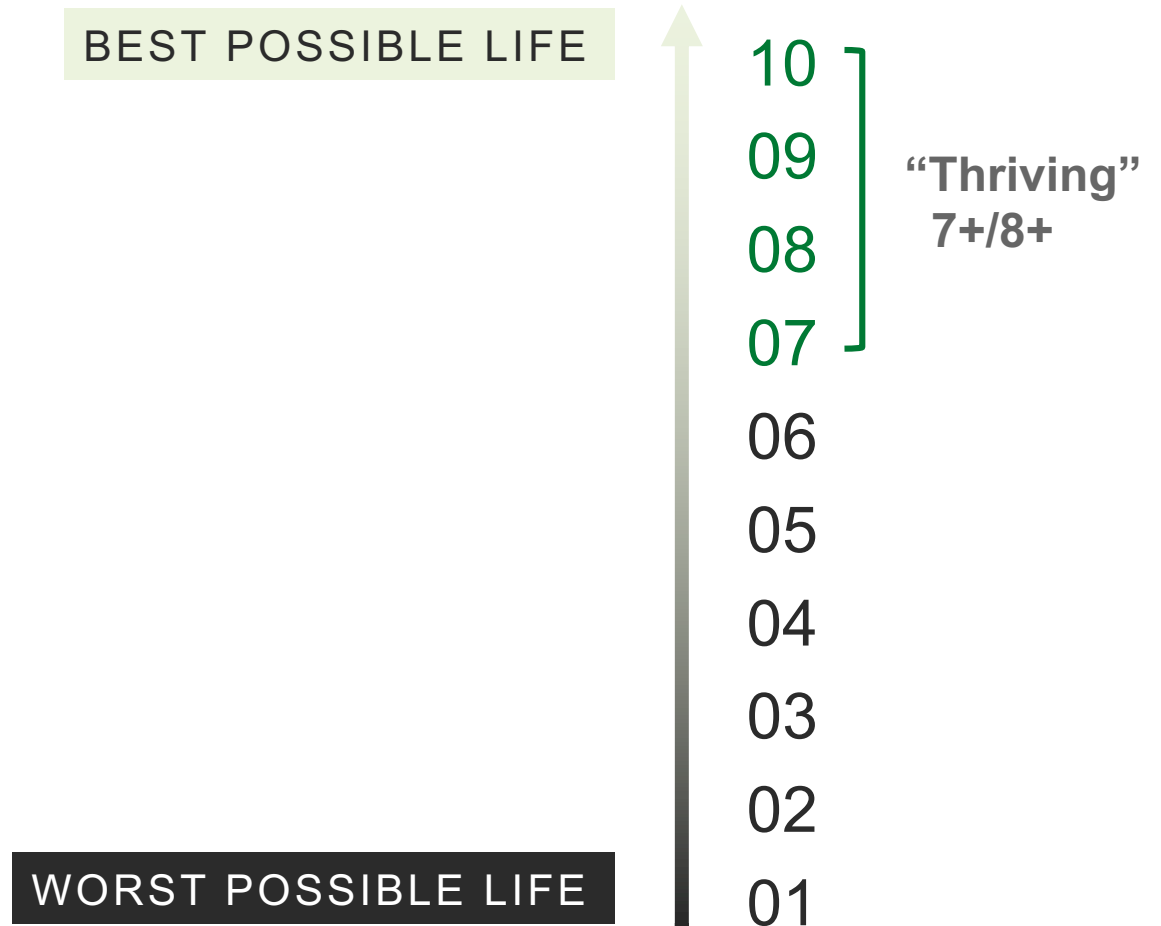
Life Evaluation and Daily Emotional Experiences

Measuring Life Evaluation: The Cantril Self-Striving Scale

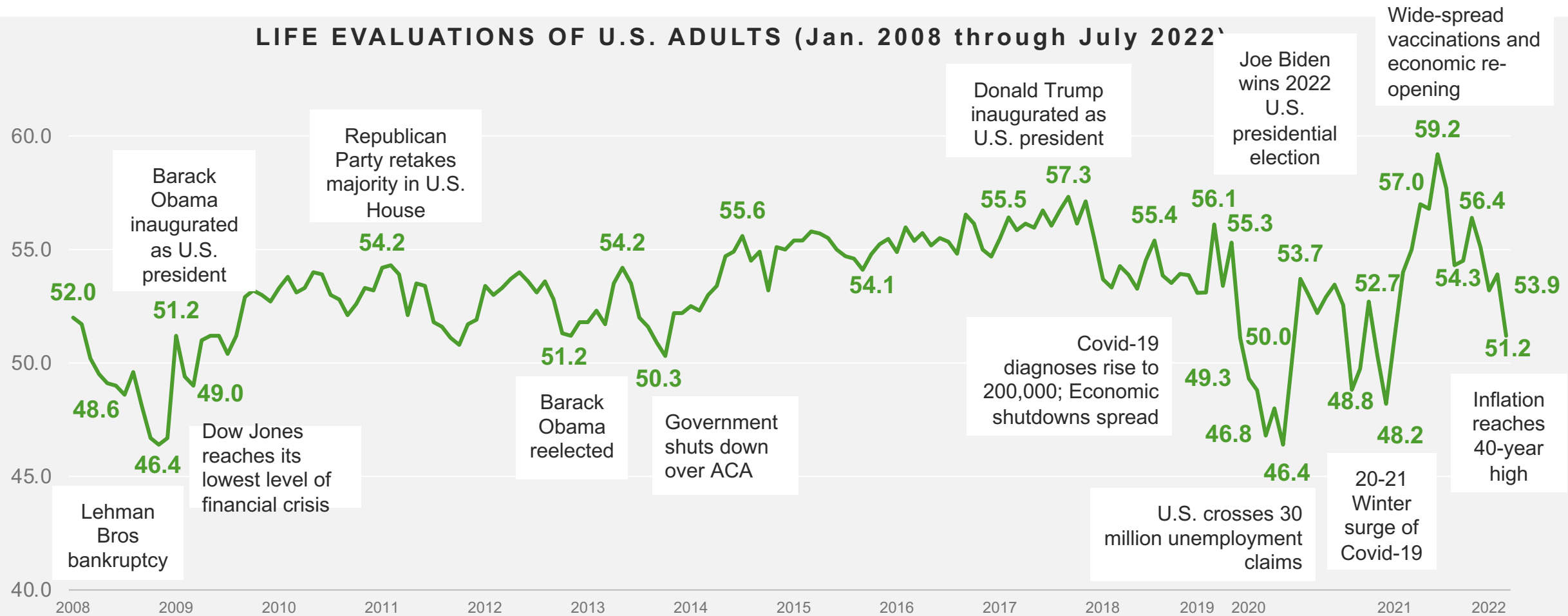
“Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time?

Which step do you think you will be on five years from now?”



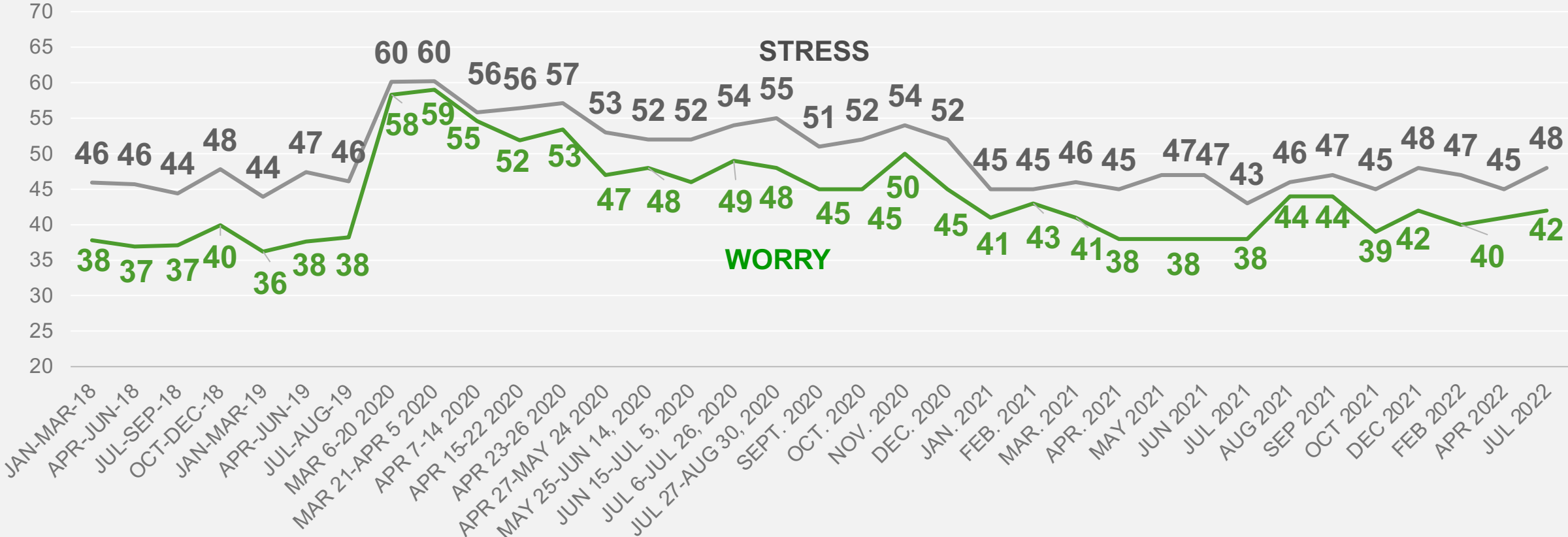
Life Evaluation (% Thriving) Trended: After Reaching Record High in June 2021, Thriving Percentage Loses Eight Points by July 2022



Data from January 2018 to August 2019 and August 2020 are based on the Gallup National Health and Well-Being Index; data from September and October 2019 and from March 2020 to July 2022 (excepting August 2020), are from the Gallup Panel. Estimates from the GNHWBI and the Panel are proven to be highly convergent, allowing for mixed trending.

Daily Emotions Trended: After Returning to Pre-COVID Levels by April 2021, Daily Stress and Worry Remain Mostly Flat

Did you experience (stress/worry) a lot of the day yesterday?

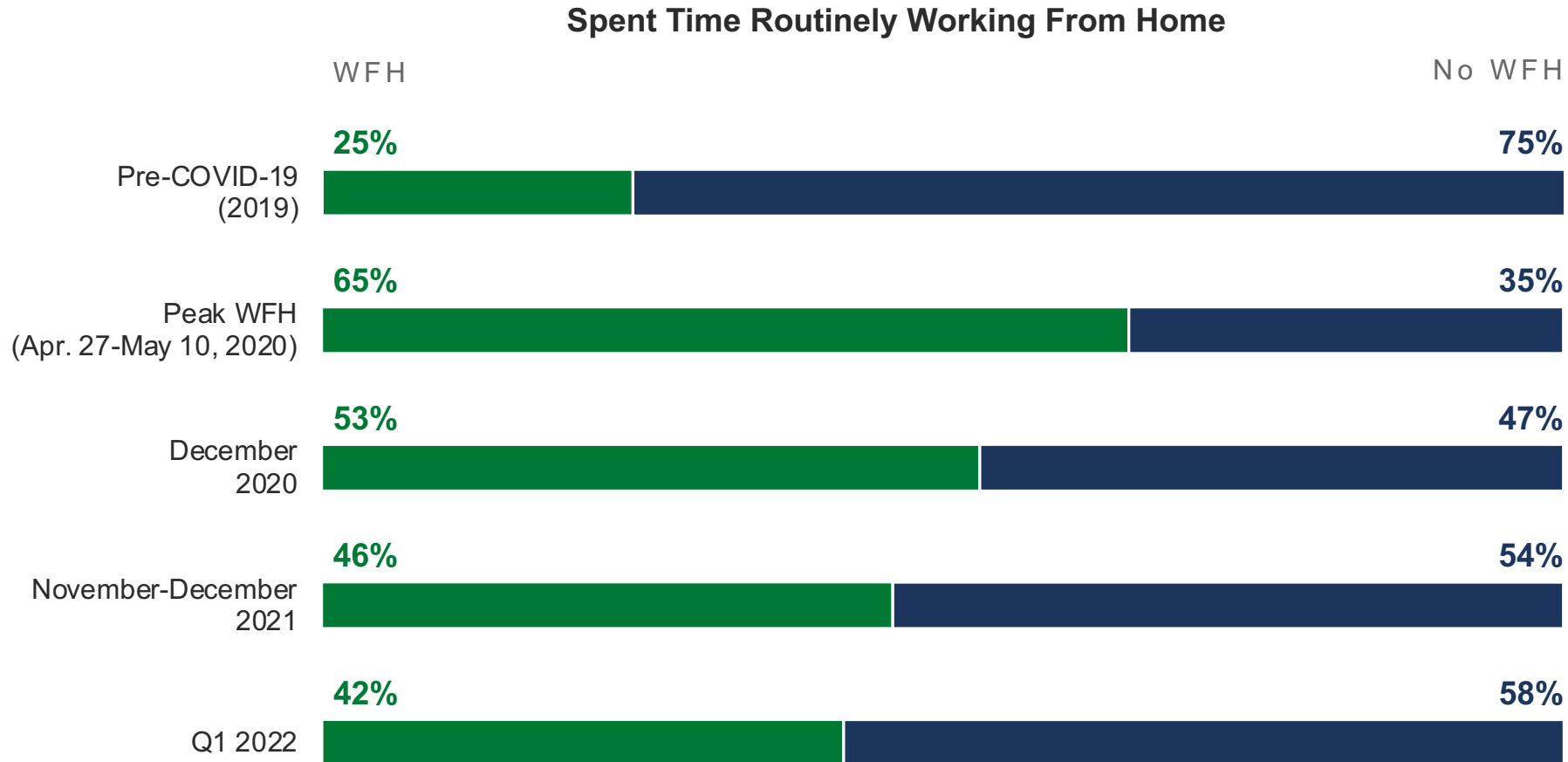


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The Move to Hybrid Work

Changing attitudes about the nature of the workplace
and what workers are looking for in their next job.

An Unprecedented Shift From the Office to Home ... and Back



Gallup Workforce Panel used for 2019, 2021 and 2022 data; Gallup Panel COVID Tracker used for 2020 data; Full-time employees only.
No WFH: Never/Rarely (<10%), WFH: Sometimes-Exclusively (10%-100%)

Employee Work Location Preferences

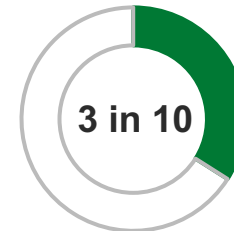
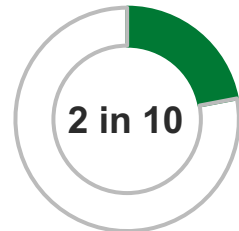
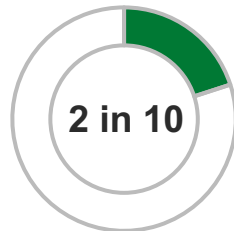
Work Location of U.S. Employees

Current State

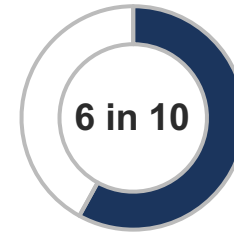
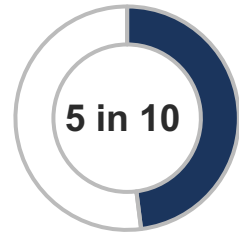
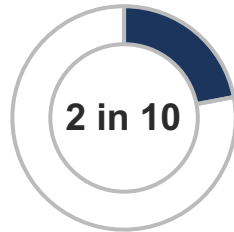
Preference

Preference for Those With Remote-Capable Jobs

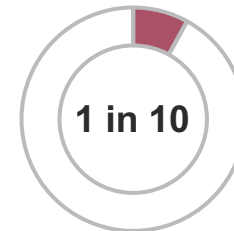
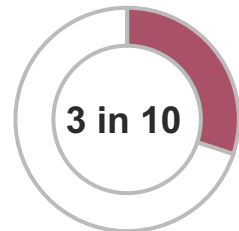
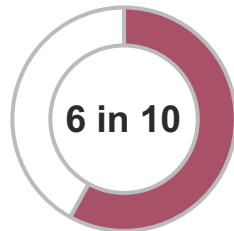
EXCLUSIVELY REMOTE



HYBRID



ON-SITE



7 in 10

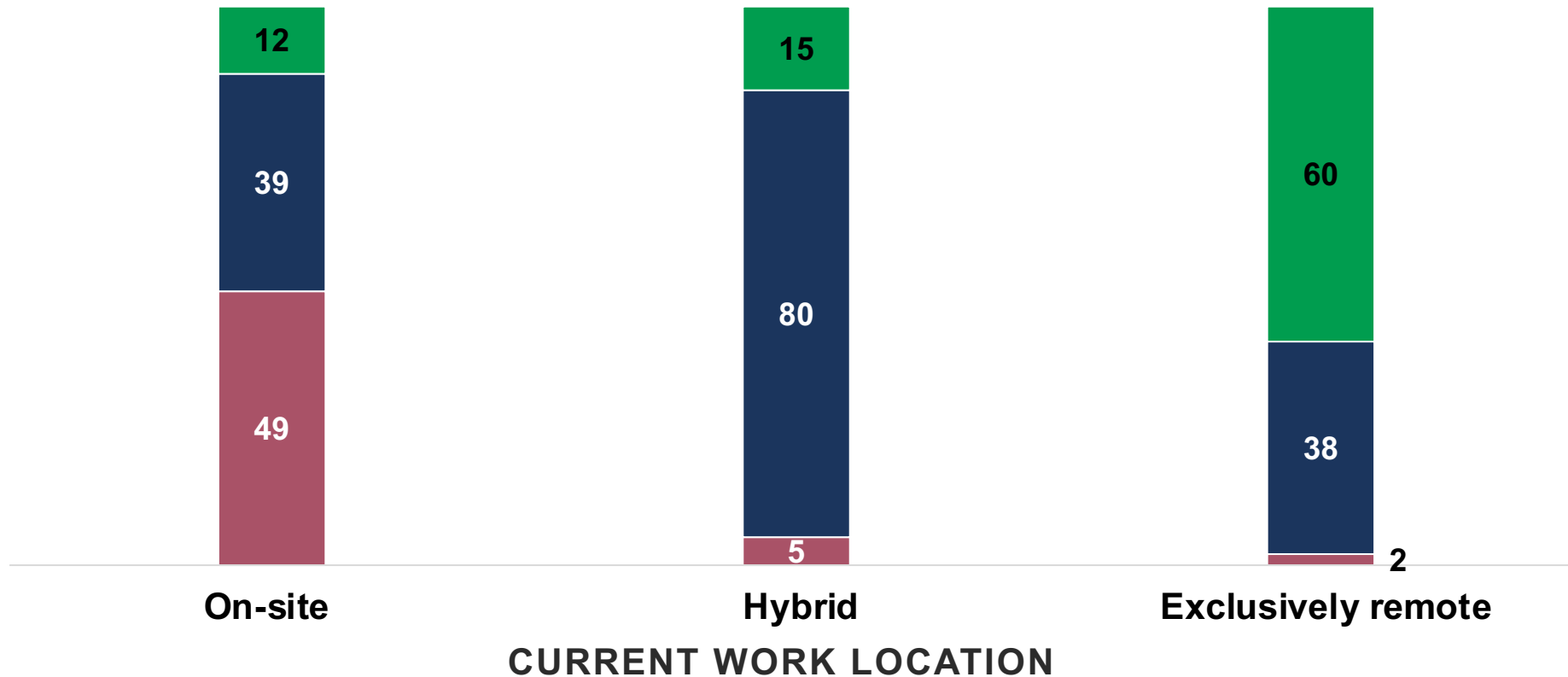
American employees want to work hybrid or 100% remote

WF2022 - Q1 Survey; MOE is 1% for FT U.S. employees overall; MOE is 2% for FT employees in "remote-capable" jobs.

Who Prefers to Work Remotely?

Going forward, on a regular basis, my most preferred working location would be:
(Among those whose job can be done remotely working from home)

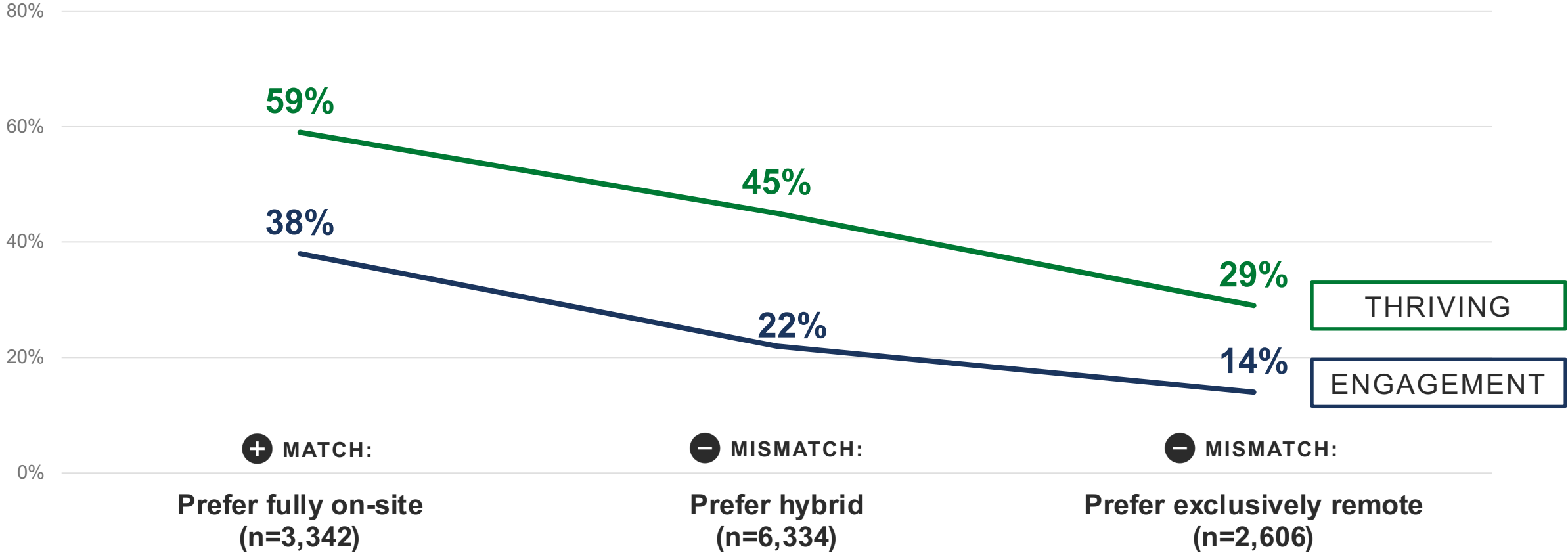
■ % Exclusively remote ■ % Hybrid ■ % On-site



Not the Right Work Arrangement — I Want More Flexibility

Fully on-site workers who prefer remote work have a worse employee experience.

Working Preference for Those Who Currently Work Fully On-Site



THRIVING

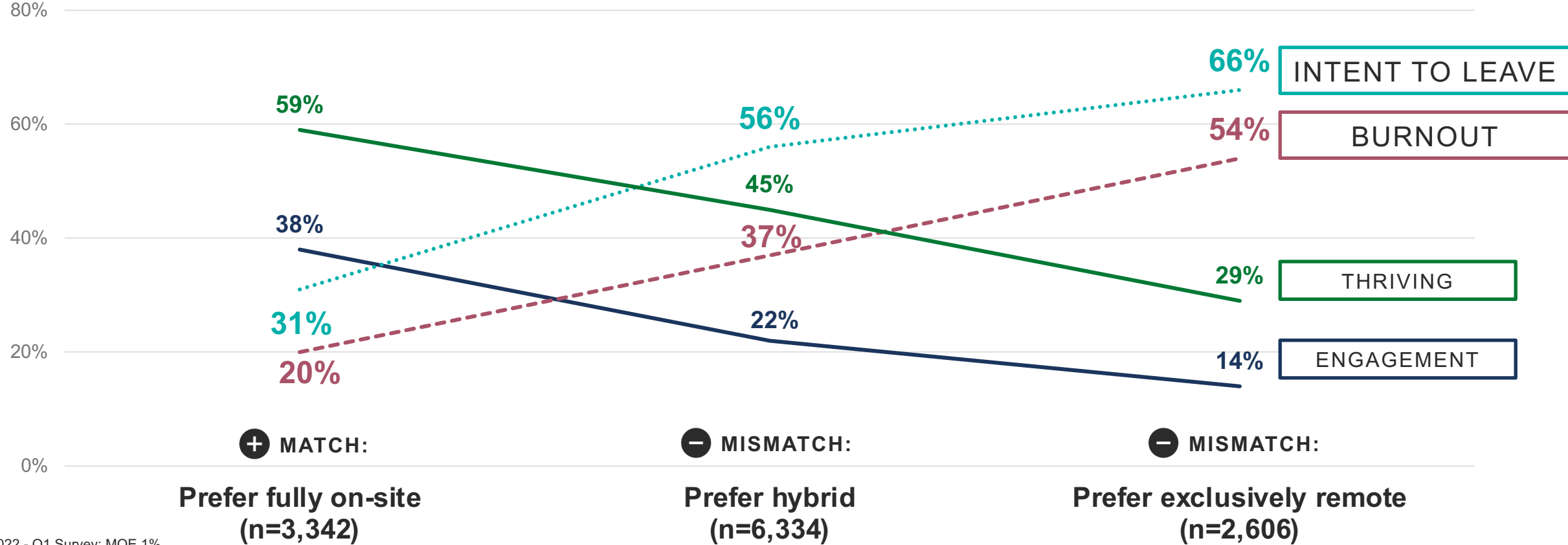
ENGAGEMENT

WF2022 - Q1 Survey; MOE 1%.

Not the Right Work Arrangement – I Want More Flexibility

Fully on-site workers who prefer remote work have a worse employee experience.

Working Preference for Those Who Currently Work Fully On-Site



WF2022 - Q1 Survey; MOE 1%.

Why Do People Prefer Their Ideal Work Location?

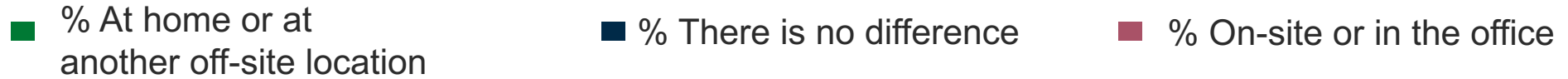
Top reasons for work location preference:

EXCLUSIVELY REMOTE	HYBRID	FULLY ON-SITE
To avoid commute time	To avoid commute time	I feel more productive when I am on-site
It is better for my wellbeing overall	It is better for my wellbeing overall	I have better access to technology or other resources
I need flexibility to balance family needs or other obligations	I need flexibility to balance family needs or other obligations	It is easier to collaborate with others
I feel more productive	The option to work in-person with coworkers	I feel more connected to my organization
I have fewer distractions	I feel more productive AND connected to my organization	It is better for my wellbeing

WF2021 - Recontact June 2021, n=4,432 full-time workers who said their work can be done remotely.

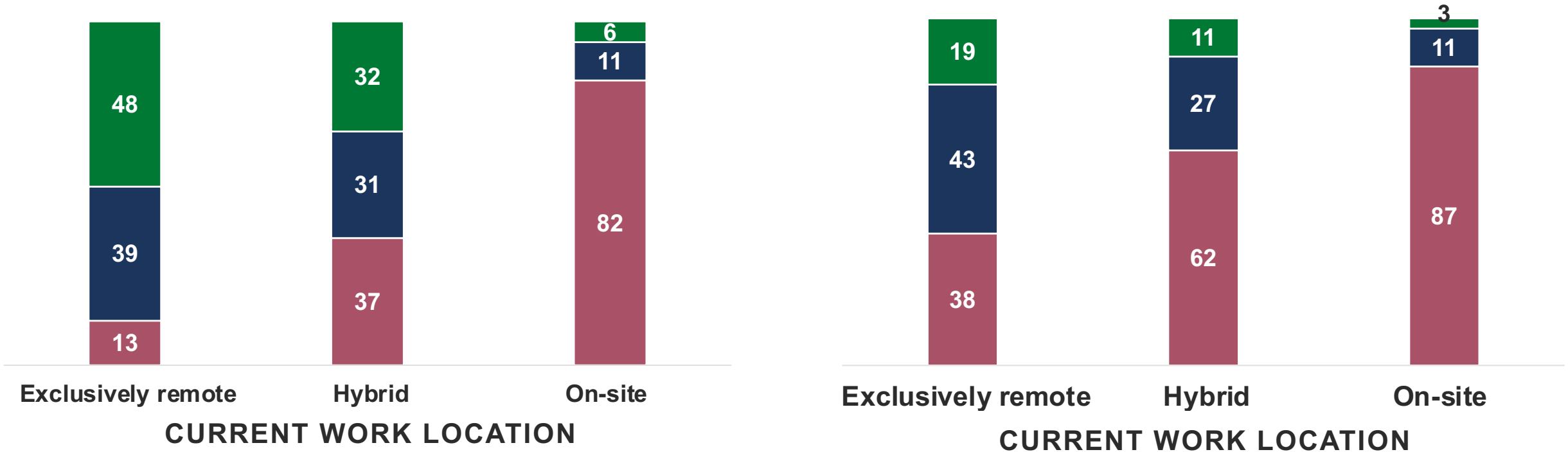
Beliefs About Remote Work Effectiveness

People are biased toward their current work arrangements.



Where is **independent work** most done productively?

Where is **collaborative work** done most effectively?



WF2021 - Recontact June 2021, n=7,604 workers. MOE 2%.
 Due to rounding, percentages may not sum to 100%.

Among Those Who Prefer Hybrid:

“How Often Would You Go to the Office?”

If given the option to work partially remote,
how often would you prefer to work at the office?

PRIMARILY (80% to less than 100%)	8%
MOSTLY (60% to less than 80%)	16%
ABOUT HALF OF THE TIME (40% to less than 60%)	38%
SOMETIMES (10% to less than 40%)	29%
RARELY (1% to less than 10%)	8%
TOTAL	100%

WF2021 - Recontact June 2021. MOE 2%.
Due to rounding, percentages may not sum to 100%.

OFFICE POLICIES AND SCHEDULES



6 in 10

employees want some
structure and
coordination of schedules



4 in 10

want full autonomy
to come and go

3 Key Takeaways

1

Remote work is here to stay, and the future is hybrid.

- Half of the current workforce are working fully remote or hybrid.
- Of those who can work off-site, eight in 10 prefer some form of remote or hybrid work.

2

Mismatches between preferred work locations and employer requirements create great risk.

- When employee preferences diverge from current state, there is lower engagement and higher burnout.
- When employee preferences diverge from employer requirements, there is higher intent to leave.

3

There is wide range in what hybrid work will look like going forward.

- Every organization's preferred strategy should be optimized for performance.
- Managers are in the best position to implement your strategy considering the needs of the organization, team and individual team members.

The Five Essential Elements of Wellbeing

How holistic wellbeing is better than
physical wellness alone

High wellbeing means a life well-lived – the things that are important to each of us, what we think about, and how we experience our lives

Wellbeing Is Comprised Of Five Essential Elements*

All five are interrelated and interdependent.



CAREER

You like what you do every day.



SOCIAL

You have meaningful friendships in your life.



FINANCIAL

You manage your money well.



PHYSICAL

You have energy to get things done.

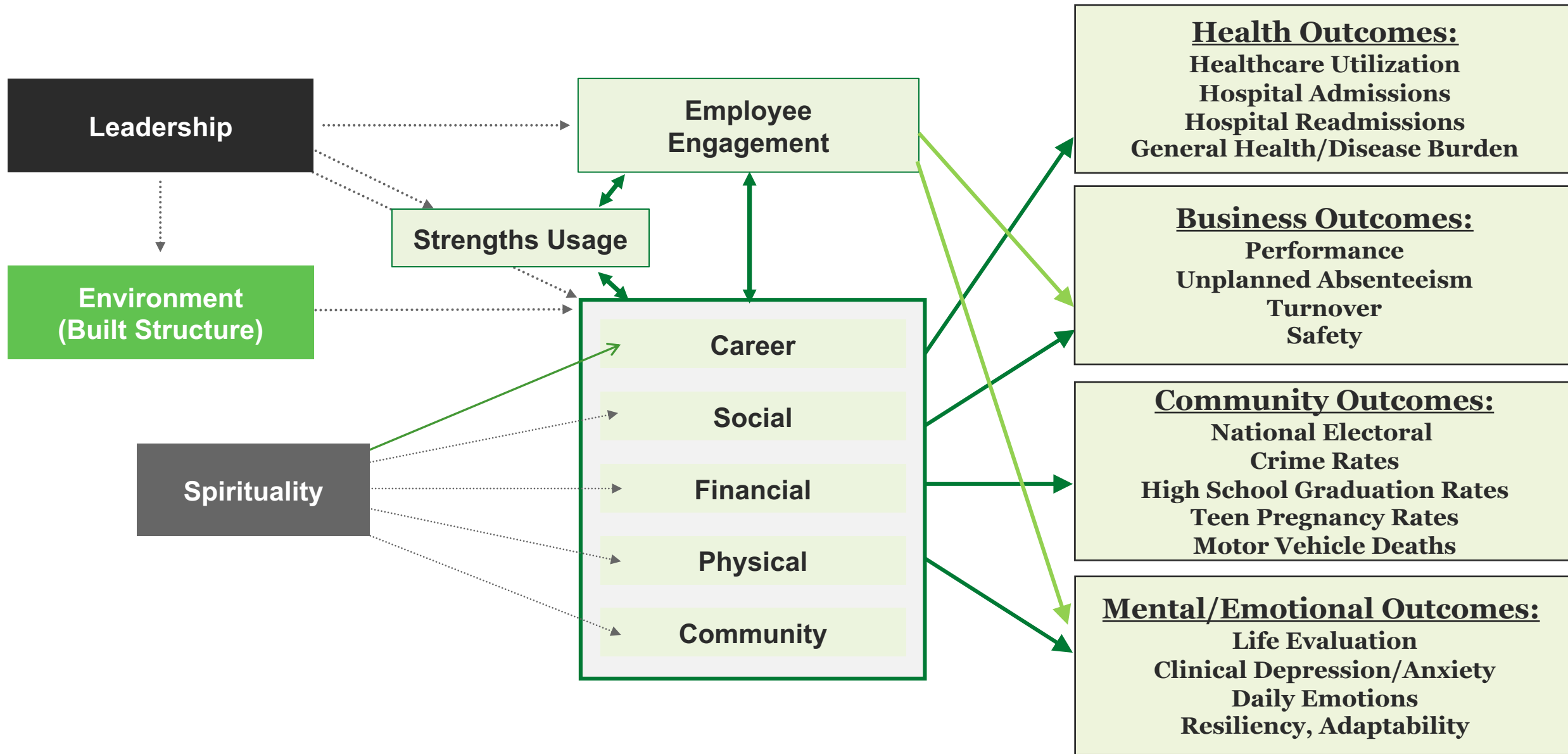


COMMUNITY

You like where you live.

*Both ladder items (i.e., current life satisfaction and anticipated life satisfaction) as well as daily stress, worry, and enjoyment are also a part of the overall WBI score but are not mapped to any of the five elements.

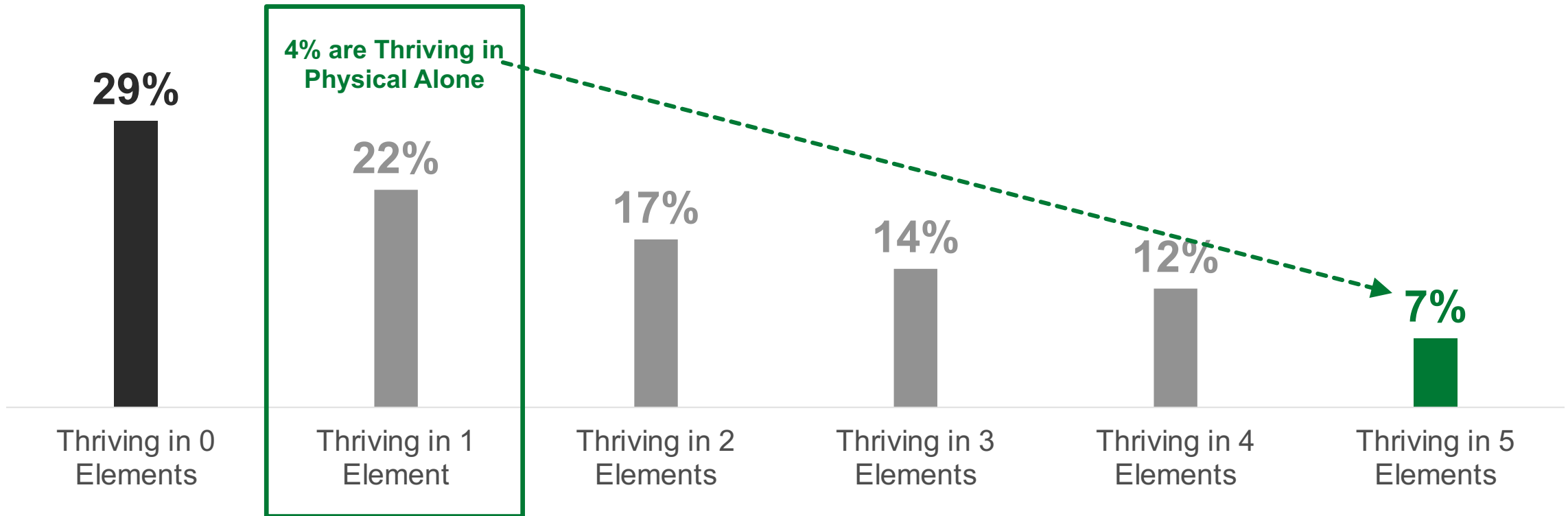
Some Things We Know About Wellbeing and Outcomes





DISCOVERY

While 29% of U.S. Adults Are Not Thriving In Any Element, Only 7% Are Thriving In All Five



Study of 16,373 Gallup U.S. Panel Members (Weighted to U.S. Census Statistics); December 2013



DISCOVERY

Compared to Employees Who Are Thriving Across All Five Elements, Employees Thriving in Physical Wellbeing Alone...

...**Missed 68% more** work due to poor health in the last year

...Were almost **three times more likely** to file for **workers' compensation claims** in the last year

...Were **five times more likely** to seek out a new employer in the next 12 months and were more than **twice as likely** to have changed employers in the following 12 months.



DISCOVERY

Adults Thriving in all Five Elements Are 36% More Likely to Report Full Recovery After Hardship Than Those Thriving in Physical Wellbeing Alone

“Thinking generally, are you always, usually, sometimes, rarely, or never able to bounce back fully after illness, injury, or hardship?”
(% Always)



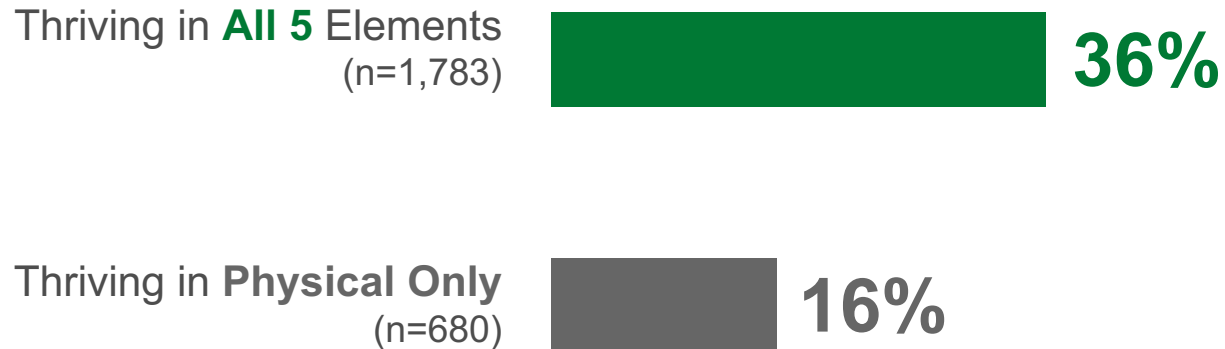
Study of 16,373 Gallup U.S. Panel Members (Weighted to U.S. Census Statistics); December 2013
Controlling for Age, Gender, Income, Education, Race/Ethnicity, Region, and Marital Status



DISCOVERY

Adults Thriving in all Five Elements Are over 2x More Likely to Exhibit *Adaptability* Than Those Thriving in Physical Alone

“Thinking generally, are you always, usually, sometimes, rarely, or never able to adapt well to change?”
(% Always)



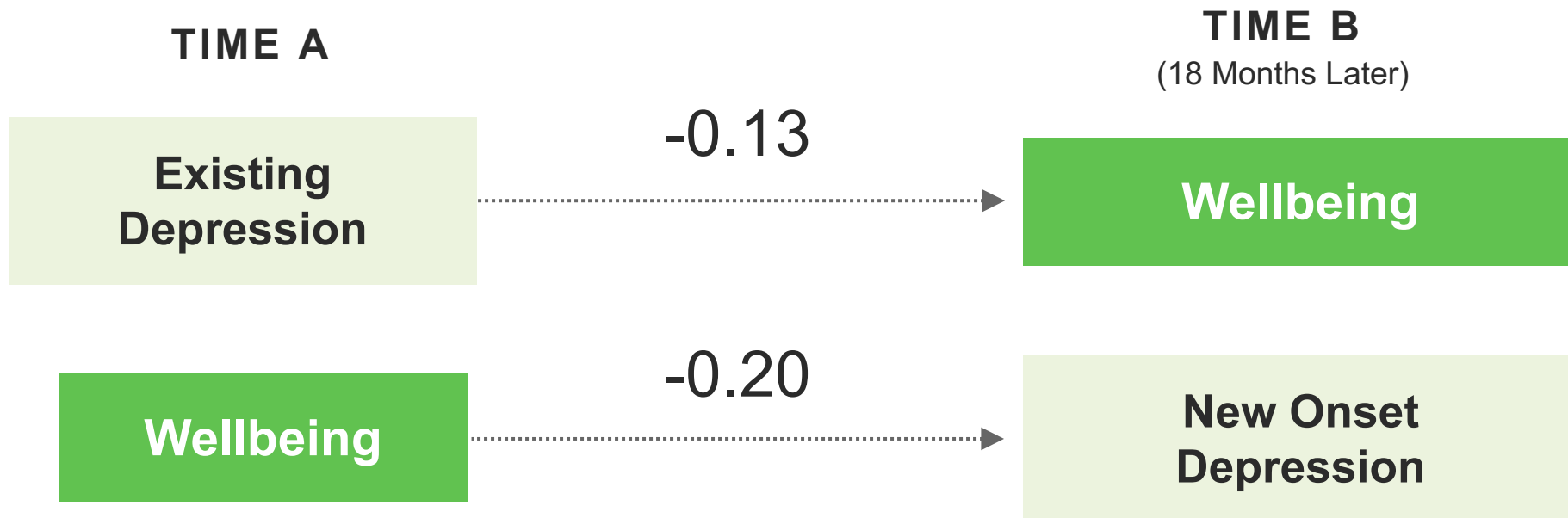
Study of 16,373 Gallup U.S. Panel Members (Weighted to U.S. Census Statistics); December 2013
Controlling for Age, Gender, Income, Education, Race/Ethnicity, Region, and Marital Status



DISCOVERY

Depression vs. Wellbeing: Which comes first?

In longitudinal studies, each significantly predicts the future state of the other, but wellbeing has a **54% stronger causal influence** on depression than the other way around:



Longitudinal sample of 11,306 Gallup U.S. Panel Members (5,500 employed)
Controlling for Age, Gender, Income, Education, Region, Marital Status, Baseline Disease Burden and personality differences
Logistic regression (fully standardized; WB5 predicting log odds of new incidents)



DISCOVERY

Wellbeing has a stronger causal impact on many health and business metrics

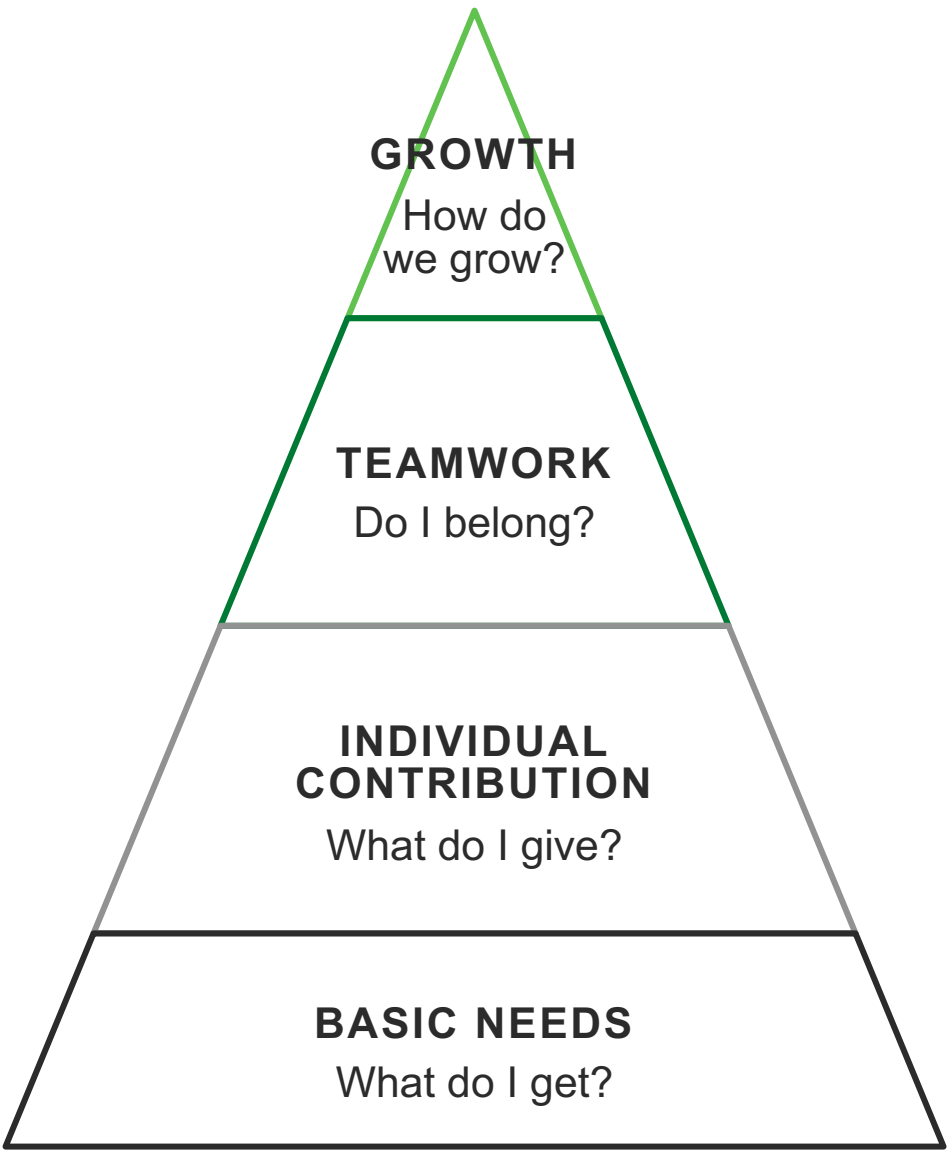
- | | |
|---------------------------------|--|
| 1. Life Evaluation: | Wellbeing has a 10% stronger causal influence |
| 2. Daily Emotional Experiences: | Wellbeing has a 16% stronger causal influence |
| 3. Employee Engagement: | Statistically equal causal influence |
| 4. Turnover Intention: | Wellbeing has a 65% stronger causal influence |
| 5. Unhealthy days/Missed work: | Wellbeing has a 23% stronger causal influence |
| 6. Hypertension: | Wellbeing has a 500% stronger causal influence |
| 7. Sleep Disorders: | Wellbeing has a 178% stronger causal influence |
| 8. Back Pain: | Statistically insignificant causal influence |
| 9. Diabetes: | Wellbeing has a 300% stronger causal influence |
| 10. Obesity: | Wellbeing has a 67% stronger causal influence |
| 11. Heart Attack: | Statistically insignificant causal influence |

Longitudinal sample of 11,306 Gallup U.S. Panel Members (5,500 employed)
Controlling for Age, Gender, Income, Education, Region, Marital Status, Baseline Disease Burden and personality differences
Logistic regression (fully standardized; WB5 predicting log odds of new incidents)

Employee Engagement and Employee Wellbeing

How do they fit together? Which comes first?

Employee Engagement: The 12 Specific Psychological Needs That Workers Need



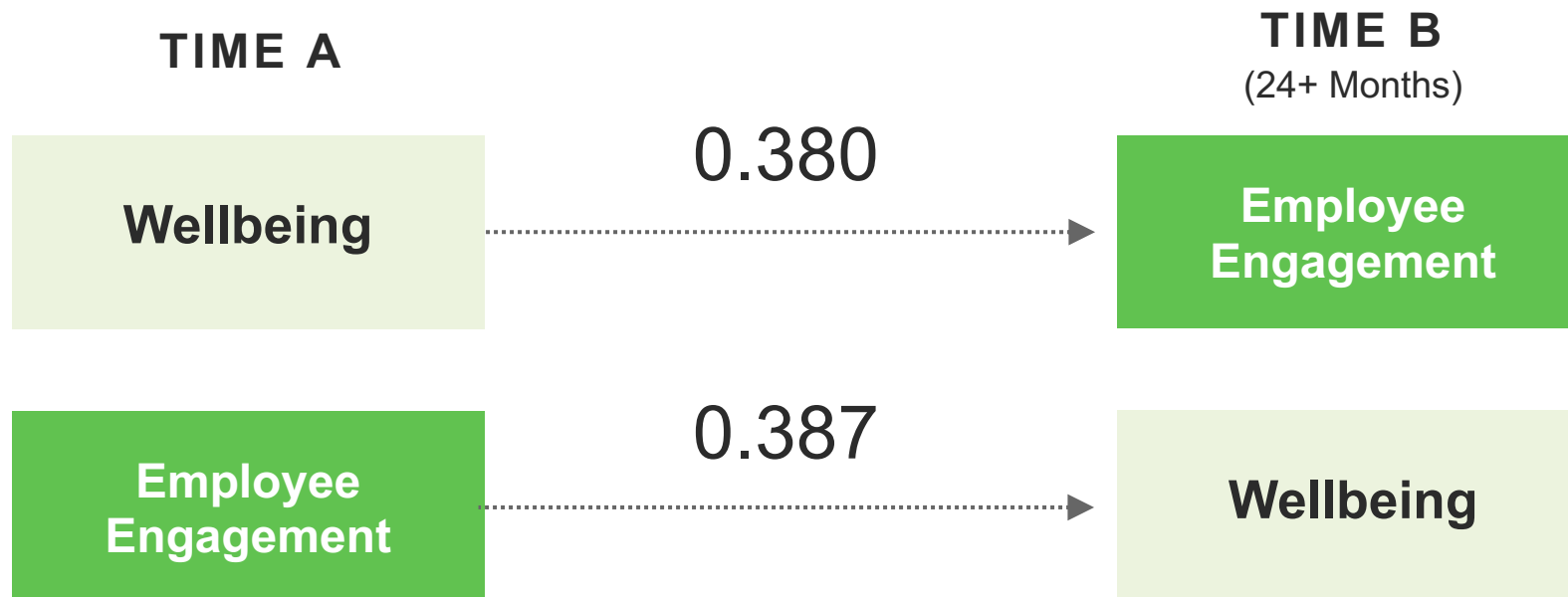
- Q12** This last year, I have had opportunities at work to learn and grow.
- Q11** In the last six months, someone at work has talked to me about my progress.
- Q10** I have a best friend at work.
- Q09** My fellow employees are committed to doing quality work.
- Q08** The mission or purpose of my company makes me feel my job is important.
- Q07** At work, my opinions seem to count.
- Q06** There is someone at work who encourages my development.
- Q05** My supervisor, or someone at work, seems to care about me as a person.
- Q04** In the last seven days, I have received recognition or praise for doing good work.
- Q03** At work, I have the opportunity to do what I do best every day.
- Q02** I have the materials and equipment I need to do my work right.
- Q01** I know what is expected of me at work.



DISCOVERY

Wellbeing and Engagement Are Highly Reciprocal...

In longitudinal studies, each significantly predicts the future state of the other:



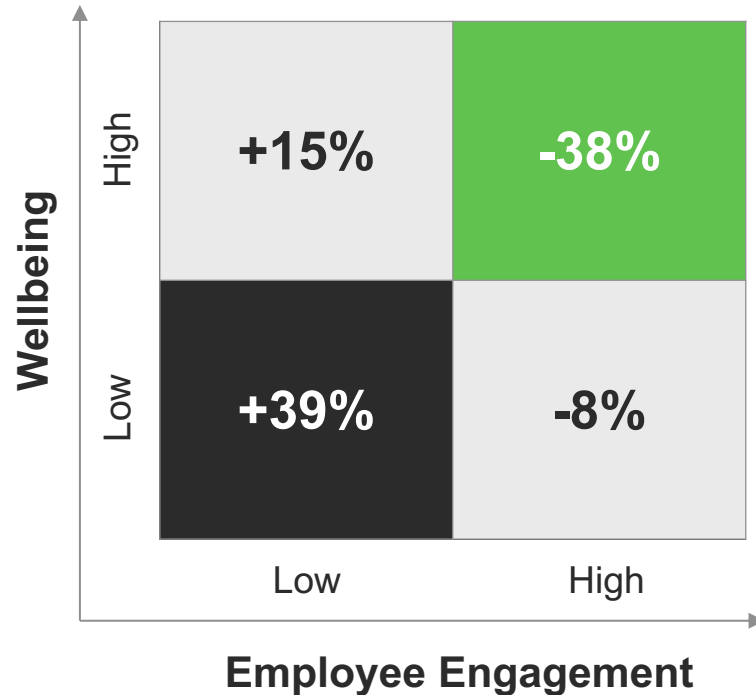
Study of 8,367 Gallup U.S. Panel Members (Weighted to U.S. Census Statistics); 2016 to 2018
Controlling for Age, Gender, Income, Education, Race/Ethnicity, Region, Marital Status, and Baseline Wellbeing/Engagement



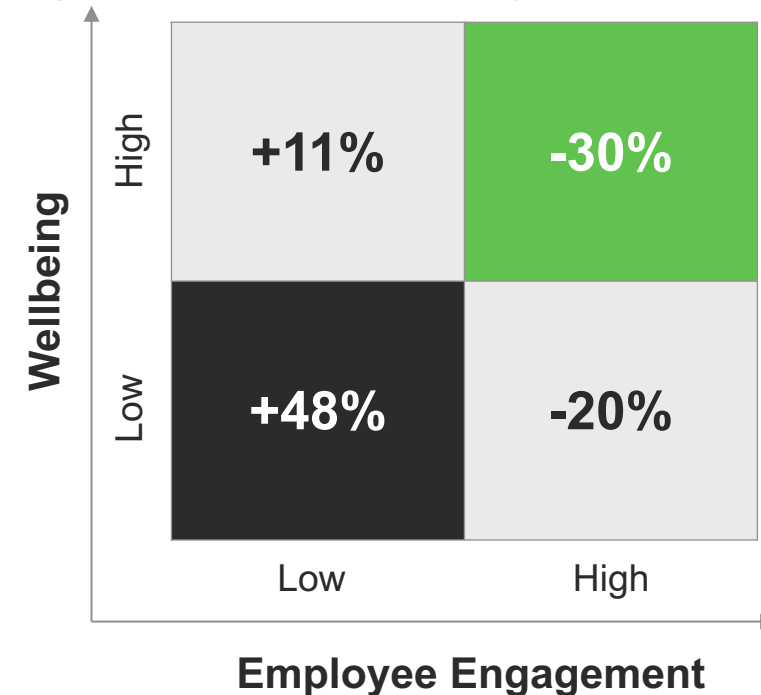
DISCOVERY

...But They Aren't the Same Thing: Employee Engagement and Employee Wellbeing are Highly Additively Impactful on Many Key Business Outcomes

**Unplanned Absenteeism from Work
(Compared to Average Performance)**



**Total 12-Month Turnover
(Compared to Average Performance)**



Study of 16,373 Gallup U.S. Panel Members (Weighted to U.S. Census Statistics)
Controlling for Age, Gender, Income, Education, Region, Race/Ethnicity, Marital Status, and Job Tenure

But Without Engagement, Wellbeing Can't Get Off the Ground. So, Engagement Needs to Be There First!

- ✓ Engaged employees are 7-9 times **more comfortable talking** about each element of wellbeing with their manager than are actively disengaged employees.
- ✓ Engaged employees are significantly more likely to **be aware of** wellbeing-related programs and offerings in the workplace.
- ✓ Engaged employees are significantly more likely to **participate in** wellbeing-related programs and offerings in the workplace.
- ✓ Engaged employees are significantly more likely to have higher wellbeing and are significantly **more likely to improve** their wellbeing over time (controlling for baseline wellbeing).

The Three Most Important Guiding Principles of Successful Wellbeing Intervention Programs in the Workplace

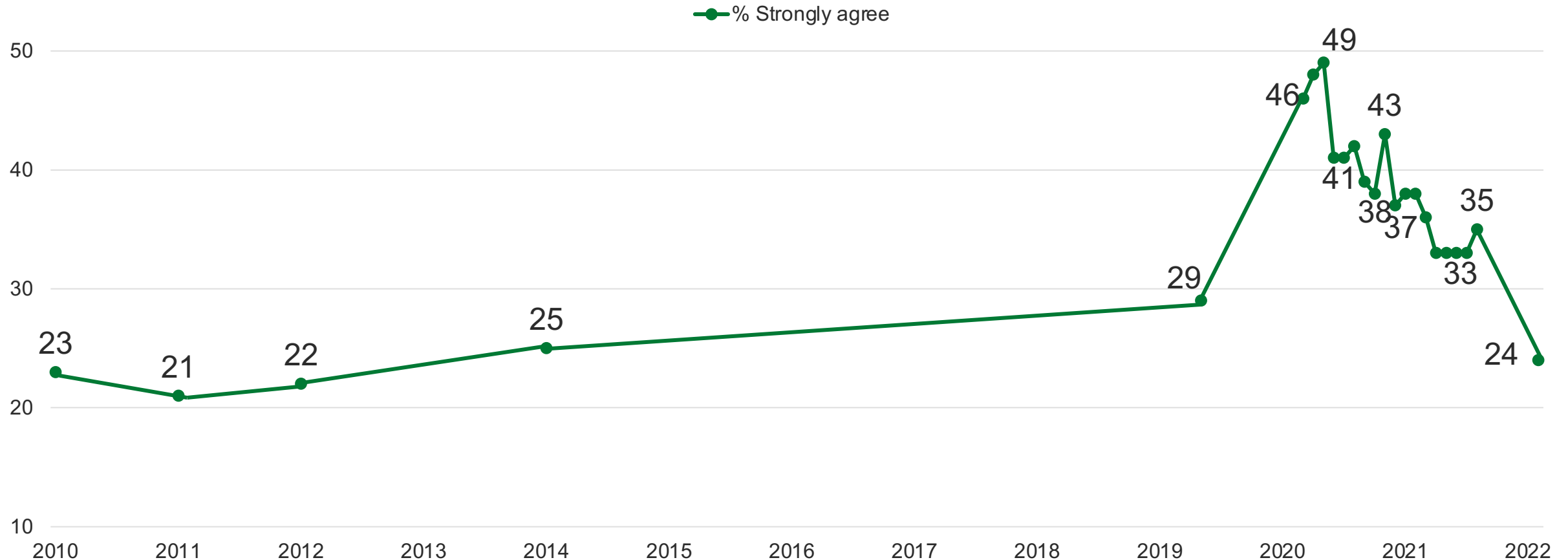
- 1. Address all five elements of wellbeing, not just physical wellness.**
Cross pollinate.
- 2. Get employee engagement in place first before doing anything else.**
- 3. Integrate wellbeing into engagement action planning and strengths-based development.**
 - Link recognition to wellbeing accomplishment.
 - Incorporate ideas from employees into wellbeing initiatives.
 - Include wellbeing accomplishments in progress meetings.
 - Leverage strengths to drive wellbeing.

Building a Culture of Wellbeing in the Hybrid Workplace Era

“My organization cares about my overall wellbeing.”

“My Organization Cares About My Overall Wellbeing”: Strong Agreement in U.S. Has Returned to Low Pre-Pandemic Levels

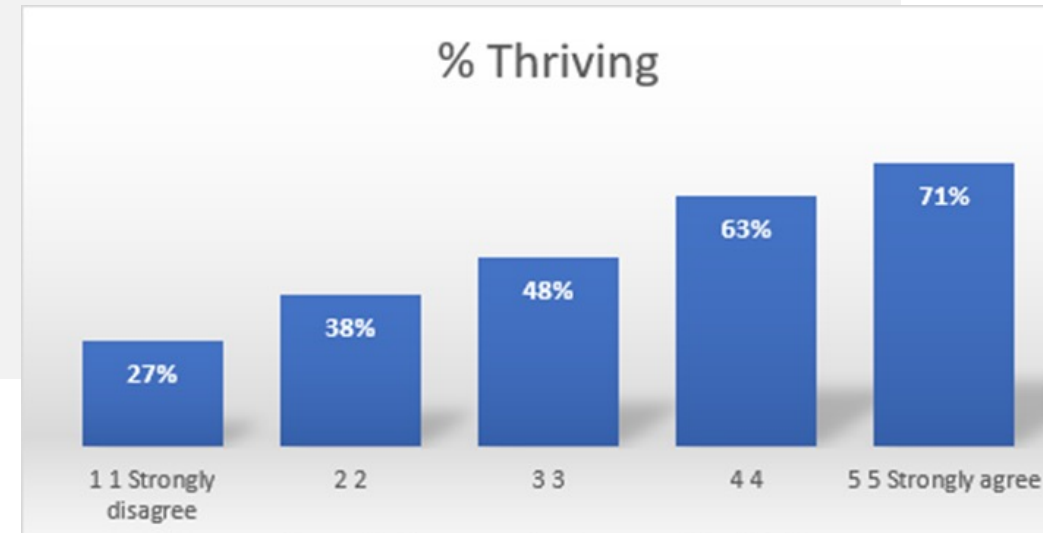
U.S. Workers: Perceptions of Organization Caring About Their Wellbeing



The Importance of Feeling Wellbeing is Cared About by Employer:

Compared to all other workers, employees who strongly agree that their employer cares about their overall wellbeing are:

- 69% less likely to actively search for a new job
- 71% less likely to report experiencing a lot of burnout
- 5x more likely to strongly advocate for their company as a place to work and to strongly agree they trust the leadership of their organization
- 3x more likely to be engaged at work
- 36% more likely to be thriving in their overall lives



The Incredible Importance of Leadership, and What Leaders Absolutely Have to do to Support a Wellbeing Culture

- 1. Strong, sustained voice from leadership:** “This is who we are, this is important to us, and this is never, ever, going away.”
- 2. Care about it!** Employees must sense that leadership authentically cares about their wellbeing. And their family members, too.
- 3. Shared and consistent definition of what is meant by “wellbeing”.** Gallup research has shown that wellbeing interventions are proven to be more effective and greater improvement in wellbeing is realized when employees gain knowledge of what is precisely meant by it.
- 4. Lead by example.** Set the agenda, use bully pulpit.
- 5. Scientifically evaluate the effectiveness of programs.** Measure as a function of change of wellbeing over time among employees/residents.

Building a Wellbeing Culture in the Hybrid Workplace Era

- 1. Promote, destigmatize, stress confidentiality, and "opt-out" company EAP programs.** Don't assume that employees know how to access them and always pre-enlist.
- 2. Synchronize the days of the week we are in the office.** Plan and organize team meetings, lunches, outdoor walks, and learning opportunities.
- 3. Roll out an ergonomics education campaign.** This is especially important for workers who are now settling into a long-term hybrid work setting with permanent home offices. Provide ergonomic tools as raffle prizes for participants.
- 4. Offer healthy cooking courses.** Synchronous in-person and online cooking demonstration that employees can participate in at home. Parlay this into a healthy recipe challenge or compilation that can be turned into the organization's healthy cookbook.
- 5. Wellness stipend.** Consider reformatting gym membership reimbursement to a broader category of physical wellbeing tools, such as wearable technology, at-home gym equipment, walking shoes, healthy meal delivery, bike accessories.

Building a Wellbeing Culture in the Hybrid Workplace Era

- 6. Start a wellbeing culture club.** Employees take turns sharing recommendations on books, apps, virtual trainers, local parks/walking trails/bike paths, etc.
- 7. Digital fitness membership.** Partner with a provider who offers employees live stream as well as on-demand workouts of all types (cardio, strength, flexibility, yoga, etc.), for all levels of ability. Partner with a provider who emphasizes holistic wellbeing as much as possible.
- 8. Invest in functional meeting spaces and structural design.** Give hybrid employees wellbeing-forward reasons to get back to the workplace by creating building, campus, or community walking maps, public treadmill desks, and standing desks for offices.
- 9. Create wellness challenges/competitions that transcend the workplace and encourage accountability partners.** Integrate spouses and children into challenges which will help reinforce healthy habits at home. Select a provider with a good track record and one that incorporates habit building, education, and holistic health.

Building a Wellbeing Culture in the Hybrid Workplace Era

- 10. Promote mental health apps.** Connect the dots between mental health and physical wellbeing through a campaign that can include EAP resources, education, and participation.
- 11. Create local wellbeing champions.** Promote, celebrate, and teach wellbeing at work and at home.
- 12. Send gifts to home!** Fruit baskets, workout apparel, gift certificate for one month gym membership, employee-inspired health eating recipe books.

To stay up to date on the latest
wellbeing discoveries, visit:
<http://news.gallup.com>

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