



# WHY YOU NEED TO ADDRESS WELL-BEING AT WORK

10 REASONS TO GET STARTED

# TABLE OF CONTENTS

-  **Intro**
- 1** **Reducing psychosocial risks**
- 2** **Increasing productivity**
- 3** **Boosting engagement**
- 4** **Attracting young talents**
- 5** **Reducing turnover**
- 6** **Reducing absenteeism & presenteeism**
- 7** **Avoiding burnouts**
- 8** **Increasing creativity**
- 9** **Improving employer branding**
- 10** **Increasing financial profits**
- 11** **How to set your strategy up for success**



INTRO

---

# GOING FURTHER THAN WELL-BEING AT WORK

# INTRO

---

## ***Going further than well-being at work: the direct benefits and implications for your company***

According to the WHO (World Health Organization) definition, well-being at work would be “a state of mind characterized by a satisfactory harmony between the skills, needs and aspirations of the worker on one side and, on the other, the constraints and the opportunities of the company offers “



# THE WELFARE REVOLUTION

Appearing in the Anglo-Saxon countries in the 1970s, the concept of welfare at work is now on the agenda of most companies.

It is widely accepted that psychosocial risks have tremendous negative consequences for both employees and employers.

The loss of productivity is only the tip of the iceberg when employees suffer from their working conditions.

Loss of commitment, disengagement, loss of attractiveness, bad reputation can all be disastrous consequences of poor well-being management.





## More than common welfare

Corporate well-being strategies are mainly focused on improving working conditions through global change and social negotiation. What is generally lacking in this perspective is the consideration of individualities and their specific needs.



*75% of business leaders said that well-being at work would be a major concern for companies.*

**- Malakoff Médéric, 2017**

# WHAT'S THE DIFFERENCE BETWEEN WELFARE AND WELL-BEING AT WORK?

The notion of well-being at work implies the development of solutions by the actors themselves, the employee being considered as an expert of his own needs. **It is a bottom-up approach for which the process (involvement of all) is as important as the result.**

A responsible company has every interest in associating welfare and well-being at work, because improving the well-being of employees can be a great productivity lever, and a growth accelerator for all companies, including the very small ones.





## The importance of using a holistic approach

**It makes sense that psychosocial risks assessments are just a tiny fraction of what's impacting an employee's life. But we could say the same about physical activity, new management styles or stress management.**

For one to be totally fulfilled, healthy and happy, many other things have to be taken into consideration and addressed.

In fact, it's almost impossible to make sure your people are thriving if the whole spectrum is not acknowledged. Of course, that means being more open and able to talk about what's still, unfortunately, seen as independent from work: family life and issues, mental health, passions, purpose, life objectives, finances, general health, environment, relationships, happiness, and more.

**The essence itself of a holistic approach is to address all of what's impacting a human being.**

# THE BENEFITS?

## 10 reason to invest in employees' well-being

The benefits of such approaches are huge for companies of all size. Some are obvious and well-known, as the reduction of psychosocial risks, and some are less.

If companies want to stay competitive in the long term, in our fast-changing and uncertain economic world, it is clear they have to get informed. It is our objective to provide unbiased information based on scientific research.



# 1

## CHAPTER ONE

---

# REDUCING PSYCHOSOCIAL RISKS

# REDUCING PSYCHOSOCIAL RISKS

---

*The number one reason why companies invest in well-being at work*

Welfare and well-being at work plans are primarily aimed at reducing psychosocial risks.

These psychosocial risks are defined as: “Risks to the mental, physical and social health caused by employment and organisational conditions as well as relational factors that may interact with or impact mental functioning”.





## Psychosocial risks are spread over 6 different areas:

- Work requirements
- Emotional requirements
- Autonomy and room for initiatives
- Social relations and work relations
- Conflicts of values
- Economic and social insecurity

Any intervention that improves one or more of these dimensions reduces psychosocial risks. Greater autonomy is particularly central to most employees interviewed about their quality of life at work.

The lack of autonomy is, however, among all psychosocial risk factors, one of the few that is constantly increasing in Europe.

**A corporate well-being approach will, therefore, have to address this particular issue of employee autonomy in order to be efficient.**



## Autonomy at work according to employees:



*For 77% it's to choose how to achieve their own goals*

*For 79% it's to learn new things*

**- State of The Global Workplace, Gallup 2017**

# 2

## CHAPTER TWO

---

# INCREASING PRODUCTIVITY

# INCREASING PRODUCTIVITY

---

## *The first positive impact*

Why go around the bush?

The first positive impact of improving employees' well-being is simply a gain in productivity.





## Implementing solutions that improve life quality and well-being at work can be real productivity levers and a serious growth accelerator.

According to the American Institute Gallup (2), a major analyst of the science of work,



*"The strategies that allow individuals to identify, develop and use their natural talents to turn them into "strengths", have the potential to dramatically increase the productivity of their employees".*

**- Gallup 2017**

3

CHAPTER THREE

---

# BOOSTING ENGAGEMENT

# BOOSTING ENGAGEMENT

---

*Certainly the most important talent retention factor*

According to the same international survey conducted by the Gallup Institute in 2017 (2), only 10% of European employees say they are engaged in their job.



*90% of European employees are not engaged in their job.*

- Gallup 2018

**For too long underestimated by employers, employees' engagement at work is the foundation of a company's performance.**



# WHAT EXACTLY IS ENGAGEMENT AT WORK?

Being engaged in one's work is the fact of being psychologically invested in one's work, and putting one's energy at the service of the collective, of one's company.

According to the Gallup Institute, only 6% of French people are engaged in their work.

At the opposite, 79% of French employees say they are not totally engaged, investing their time but not their personal efforts into their work.

Finally, 25% are actively disengaged from their work, and are experiencing some resentment about the fact that their needs are not satisfied in the workplace.

**Knowing that teams with the highest engagement are 17% more productive than the others, we clearly understand the importance of employees' engagement, even in the short term.**



# HOW CAN WE IMPROVE EMPLOYEES ENGAGEMENT AT WORK?

## How to improve employee engagement?

- Helping them to find motivation and recognition in their work,
- In improving their relations with their professional environment and collaborators,
- By giving them the opportunity to evolve and learn within their role and responsibilities



*64% of employees say that their boss does not do enough to offer a satisfying work-life balance.*

**- Barometer OPE 2017**



# 4

## CHAPTER FOUR

---

# ATTRACTING YOUNG TALENTS

# ATTRACTING YOUNG TALENTS

---

*Millennials, the lifeblood of your company*

**Millennials, or Generation Y, were born between 1980 and 1999 and are characterised by:**

- The search for meaning
- Mobility
- Impatience
- Interconnectedness
- Inventivity

They will represent 75% of the workforce by 2015. They are less than 40 years old and yet 68% of them are already looking to change career!





## **The importance of millennials for corporations**

**Analysts agree that knowing what millennials want, to some extent, both as customers and as employees, will drive business success for the next 20 years.**

The Gallup study on millennials around the world, and especially in Europe, suggests that this is a population that has zero tolerance for bad management practices and conflicting work environments. (3)

Even during economically difficult times, with high unemployment rates, this generation is more likely than others to leave a job if it feels slowed down in its personal evolution.

**Paradoxically, this is precisely this type of high-caliber individuals, enemies of the status quo, that companies need to stay competitive.**



## Generation Z

In the medium term, it will also be necessary to take into account those who arrive after, Generation Z, these young digital natives, born after mid-1990, and who will be even more difficult to retain.



*52% of French people under 30 believe that the way companies work is not suitable for their generation.*

**- OpinionWay for CGPME & AGEFA PME, July 2015**

# 5

## CHAPTER FIVE

---

# REDUCING TURNOVER

# REDUCING TURNOVER

---

*Turnover usually translates your company's culture and atmosphere*

A high turnover rate generally translates the poor social climate of a company, even if it's naturally high for low-skilled jobs, or on the opposite, for employees with rare and highly sought-after skill-sets.

Estimated at 15% in France in 2018 (4), turnover is constantly increasing all over Europe: by being told that they had to be more mobile, employees have perhaps become a bit too mobile.





**This trend, which is particularly noticeable among younger generations, is very detrimental for companies suffering from failing to retain their talents.**

The cost of the turn-over is heavy: administrative expenses, recruiting costs, loss of productivity, training costs, loss of team cohesion... It takes months for a new collaborator to fully integrate its new functions and reach its optimal levels of productivity.

### **The reasons why an employee quits his/her job?**

- Loss of well-being at work (35%)
- Financial considerations (only 10%).

You know what you have left to do!



*32% of employees feel the need to stop  
when they are not sick*

**- Study Actineo 2018**

# 6

## CHAPTER SIX

---

# REDUCING ABSENTEEISM & PRESENTEEISM

# REDUCING ABSENTEEISM & PRESENTEEISM

---

## *Absenteeism and presenteeism, huge evils*

Absenteeism is a problem that is always increasing. In France alone, it costs more than 100 billion euros a year to the state and the corporations.

Far from being inevitable, absenteeism can be greatly reduced by improving well-being at work.





Indeed, according to a study from 2018, absenteeism said to be avoidable, would be caused by bad management practices 99% of the time. (5)

**An employee who feels great in his work and at work will obviously be less tempted to take a sickie.**

And if corporate wellness strategies are directly focused on health (sport, nutrition, relaxation, stress management), then there is a good chance that the consequences will be a rapid decrease in the number of long and short term sick leaves for the whole company.

# AND PRESENTEEISM?

**Creating a culture of well-being at work also means allowing and encouraging employees to better listen to themselves.**

**Contrary to the idea conveyed by the hyperactive yuppie of the 80s, working too much, not counting hours, doesn't necessarily mean working efficiently.**

Some employees over-invest themselves so much to the point of going to work even when they are sick, setting up wrong expectations for the whole company.

Indeed, we could at first think that it is a positive attitude for the company. Yet, even if it may seem counterintuitive, it is best that your most zealous employees allow themselves to fully rest when they don't feel well.

## **Why?**

**Because a sick employee who goes to work anyway:**

- Contaminates others
- Doesn't work well
- Doesn't allow himself to heal properly

In short, an employee who does not feel entitled to leave if he is ill costs the company much more than an employee who is allowed to do so, even if it means negotiating some home working time.





## CHAPTER SEVEN

---

# AVOIDING BURNOUTS

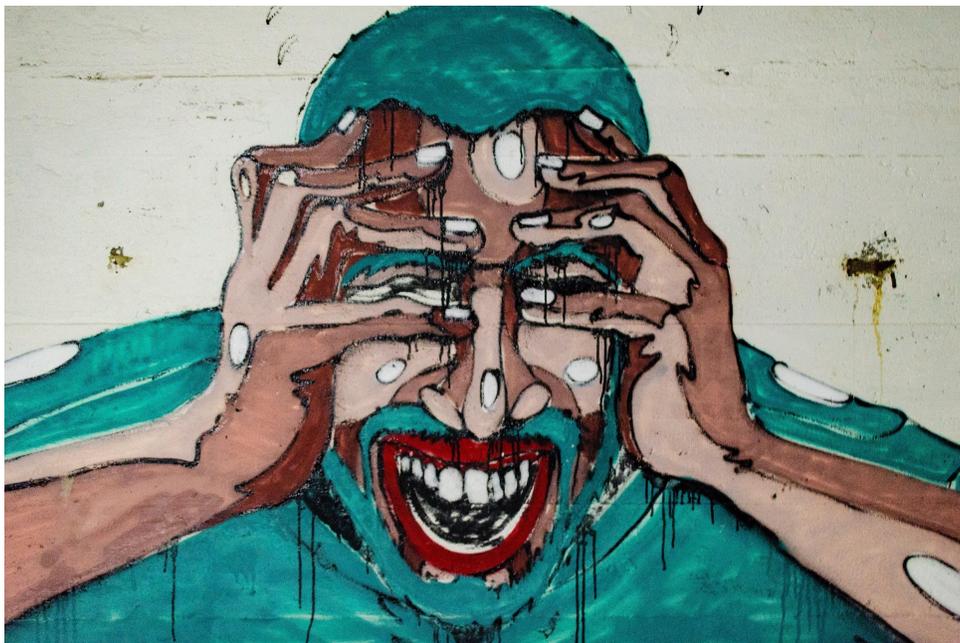
# AVOIDING BURNOUTS

---

***“Burnout is a civilisation’s disease”and should be addressed accordingly by companies and governments  
- Pascal Chabot, Belgian Philosopher***

It makes sense that improving workplace wellness and well-being should focus on reducing employees’ stress load.

Since 2002, stress at work has been officially defined by the European Agency for Health and Safety at Work: *"a state of stress occurs when a person feels an imbalance between what she is asked to do in her professional life and the resources available to her to respond to it. "*





# Stress

Stress is a normal and natural reaction of adaptation to the environment. Over-stress though is an obligation of permanent adaptation. This state of chronic stress has serious psychological and physical consequences that can lead to burnout. Most of the time it results as a long absence for illness, or an outright resignation.



*Employees' stress would have an overall cost for the community of €1.9 to 3 billion*

**- INRS Study, 2007 (6)**

# 8

## CHAPTER EIGHT

---

# INCREASING CREATIVITY

# INCREASING CREATIVITY

---

*Well-being, happiness and creativity are all linked*

Being happy or feeling positive emotions increases the production of neurotransmitters - serotonin, dopamine, norepinephrine - that promote creativity, improve cognition, and even cooperation between employees.





**It has even been proven that being in a good mood increases the ability to solve problems creatively, and promotes thinking patterns that are both flexible and effective. (7)**

We are also more persevering towards a complex task when we feel great in our head. In other words, it's difficult to find a better illustration of a win-win approach.

**Corporate social responsibility has become a brand issue.**



*73% of French employees are disappointed that their company does not offer them ways to engage more*

**- Korn Ferry, Employee Engagement Study, 2018**

# 9

## CHAPTER NINE

---

# IMPROVING EMPLOYER BRANDING

# IMPROVING EMPLOYER BRANDING

---

## *Your employees, your best branding strategy*

Increasing workplace well-being should obviously improve employees' opinion about their company, but not only.

It's also the best way to make your business more desirable to talents and future recruits.

Investing in quality of life at work and corporate wellness has become essential for recruiting and in talent retention strategies.

Rely on word of mouth: **employees who are happy with the changes they see on a daily basis will become your brand's best ambassadors, through social media and beyond.**



10

CHAPTER TEN

---

# INCREASING FINANCIAL PROFITS

# INCREASING FINANCIAL PROFITS

---

*Corporate well-being to become one of the best rated companies on the stock exchange*

**What do the top-rated companies on the stock exchange have in common?**

Their ability to implement successful well-being strategies at work.





**Yes, it is proven, the most successful companies on the stock exchange are also the ones who invest the most in their employees' health and well-being.**

According to a study published in 2016, a portfolio of shares of companies that received the prestigious *Koop Award* exceeded the performance of the S&P 500\* companies for 14 years!

The Koop Award is an award given to companies whose corporate wellness programs have had a real impact on the health of their employees and the reduction of costs.

**Investing in these virtuous companies pays off, as returns on investment are 235% higher than S&P 500 companies.  
(8)**

*\*Stock index managed by the financial rating company Standard & Poors, based on 500 large US publicly traded companies (9).*

11

CHAPTER ELEVEN

---

# HOW TO SET YOUR STRATEGY UP FOR SUCCESS

# HOW TO SET YOUR STRATEGY UP FOR SUCCESS

---

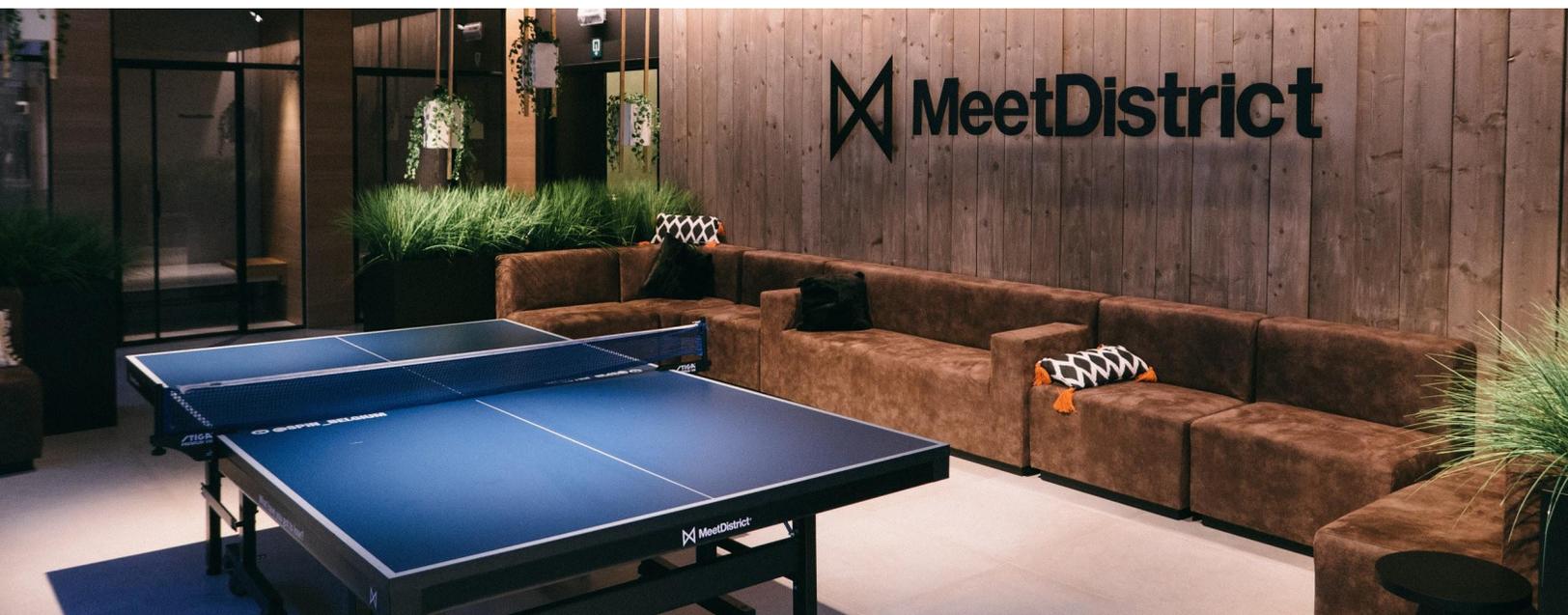
## *Your corporate wellness program's conditions for success*

**Well-Being at Work must be seen as a real long-term strategy, and requires thorough reflection.**

Weekly breakfasts or the installation of a ping pong table in the open space will not - by themselves - retain talents, prevent burnout and disengagement.

**Unlike some gadget initiatives, a well-being program that works has been:**

1. Well thought and elaborated
2. Properly implemented
3. Systematically evaluated



# 8 CRUCIAL ELEMENTS TO YOUR SUCCESS

According to *Ron Z Goetzel\**, here are the 8 essential keys for an effective employee well-being program:

- Real support from the company's direction and management
- The establishment of a corporate culture based on humanistic values
- Having employees participate in the development and implementation of the program
- The possibility to choose between several options
- Consistent changes within the company (eg changing the food supply)
- Giving priority to incentives and the non-penalisation of reluctant employees
- Regular communication on the initiatives taken
- An evaluation of the program based on employee feedback

*\*Occupational Health Specialist, Director of the Institute for Health and Productivity Research at Johns Hopkins Bloomberg University.*



# REFERENCES

(1) Mesurer les facteurs psychosociaux de risque au travail pour les maîtriser. Rapport du collège d'expertise pour les risques psychosociaux au travail, INSEE, France, 2011.

(2) State of The Global Workplace, Gallup 2017

(3) How Millennials Want to Work and Live, Gallup report.

(4) Center for Economics and Business Research (CEBR)

(5) Le coût caché de l'absentéisme au travail, 108 milliards d'euros. Institut Sapiens, novembre 2018.

<https://www.institutsapiens.fr/le-coût-caché-de-labsenteisme-au-travail-108-milliards-e/>

(6) Le coût du stress professionnel en France en 2007. INRS

(7) Ruby T. Nadler, Rahel Rabi, John Paul Minda. Better Mood and Better Performance: Learning Rule Described Categories Is Enhanced by Positive Mood. Psychological Science, 2010

<https://journals.sagepub.com/doi/10.1177/0956797610387441>

(8) The Stock Performance of C. Everett Koop Award Winners Compared With the Standard & Poor's 500 Index, Journal of Occupational and Environmental Medicine, January 2016 issue, volume 58

[https://journals.lww.com/joem/Fulltext/2016/01000/The\\_Stock\\_Performance\\_of\\_C\\_Everett\\_Koop\\_Award.3.aspx](https://journals.lww.com/joem/Fulltext/2016/01000/The_Stock_Performance_of_C_Everett_Koop_Award.3.aspx)

# TAKE IT TO THE NEXT LEVEL

Wellnest helps you through all of these steps. Get a complete assessment for up to 50 people for FREE. Just click the link below to get started!

[START FOR FREE](#)