

## WELLBEING INDEX

Organisations are continually evolving their understanding of the close link between employee wellbeing, engagement, productivity and business performance. Recent events have shone a spotlight on this link more than ever. People across all sectors and at all levels have faced physical health challenges and arguably many more have struggled with their mental health.

- ONS has reported the biggest drop in life satisfaction, anxiety and happiness since records begun.<sup>1</sup>
- Burnout has become a hot topic with figures from the CIPD showing that stress continues to be one of the leading causes of short- and long-term absence at work.<sup>2</sup>

As a result, more and more organisations are keen to understand how this is affecting their employees – and their businesses as a whole.

### HOW CAN ORGANISATIONS AND LEADERS PREVENT POOR WELLBEING AND BURNOUT IN THE FIRST PLACE?

Taking steps to stop employees from suffering ill health, whether physical or mental, is much more desirable than needing to 'undo the damage'. It's a lot less costly too.

The ENGAGE Wellbeing Index takes this proactive and holistic approach, showing businesses how to think about, and manage, wellbeing in their organisations.

Unlike many of our competitors, our approach to measuring wellbeing is based on a more sophisticated understanding of the deeper, systemic drivers of physical and mental health. Simply asking employees about their work life balance, or whether they think their employer cares enough about wellbeing just isn't enough.

Our research has shown that a simplistic assessment of physical and mental health falls short of giving you the information you need as an organisation to make targeted and preventative interventions. Our model doesn't rely on self-reported levels of mental and physical health. It dives deeper into the underlying causes of poor employee wellbeing to give you an accurate measure of the potential risks and their scale.

Using Christina Maslach's research, our Wellbeing Index measures the individual employee experience of six critical factors:

#### Relationships

Understanding to what extent employees have positive working relationships with colleagues and are given the support they need from their managers.

#### Control

The extent to which employees have the control they need to do a great job. For example, are they empowered to make decisions? Do they have access to resources? Is there flexibility to work in a way that suits them?

#### Fairness

How fair evaluation processes are perceived and whether employees feel they are given credit where it is due.

#### Workload

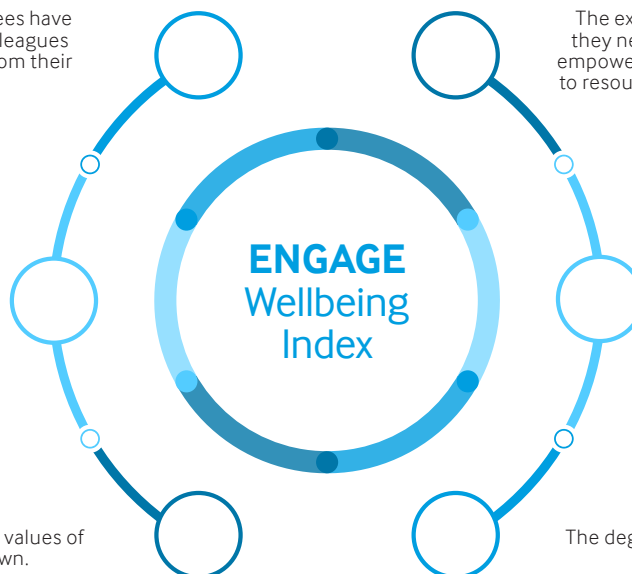
Finding the right balance, having the ability to cope, and fairness in the way work is distributed.

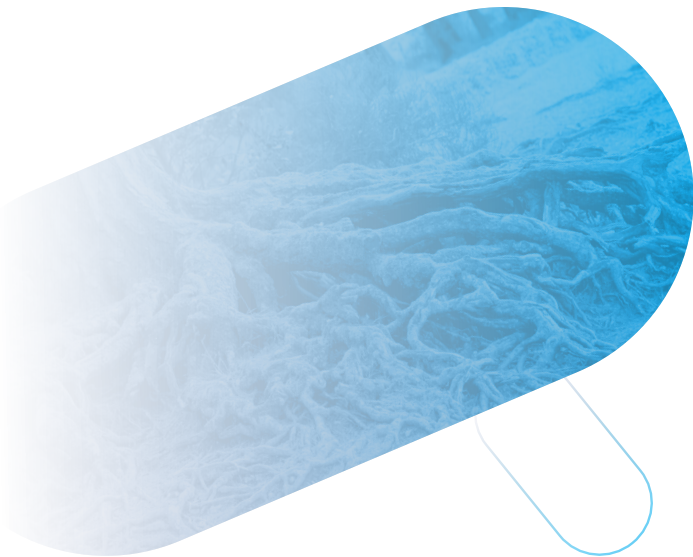
#### Values

The degree to which employees feel the values of the organisation align with their own.

#### Recognition

The degree to which employees feel rewarded and recognised for their work





## UNDERSTANDING THE ROOT CAUSES OF POOR WELLBEING

Our framework captures feedback on the deeper, more fundamental causes of poor workplace health, all of which are tied closely to the employee experience of being part of an organisation and delivering in their day-to-day role. The ENGAGE Wellbeing Index shows how this can be impacted by organisational culture, environment, values and behaviours, and highlights how leaders and managers can tackle root causes of poor wellbeing before they become a problem.

### SPOTLIGHT ON BURNOUT

As part of our Wellbeing Index, we can also shine a spotlight on the very specific issue of burnout – one of the many aspects of employee wellbeing that has come to the surface in recent times.

There may already be an issue of burnout within your organisation, there may be some early signs that burnout is on the rise.

Our Wellbeing Index has an in-built Burnout Indicator that measures the three elements of burnout as identified and defined by Maslach:

#### Cynicism

- Have employees become cynical?
- Do they feel valued?

#### Exhaustion

- Are employees coping with their workloads?
- Are they chronically fatigued?

#### Lack of job efficacy

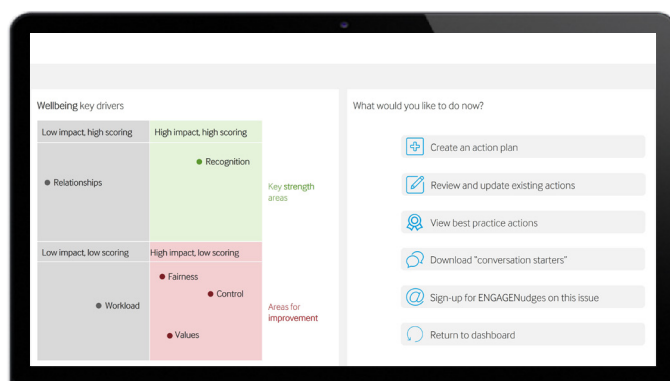
- Do employees still feel satisfied with the work they are producing?

## Practical tools to help you improve wellbeing in your organisation

Following the baseline measurement, members of your HR team, leaders and managers gain access to a Wellbeing Index dashboard that shows employee scores across each of the six factors. This will give you a clear picture of which areas employees feel the most positive about and on which they are least positive.

We use a range of advanced analytics to further understand what is having the most positive and negative impact on employee wellbeing across your organisation. This helps you prioritise what behaviours, systems, processes and support mechanisms you need to change, maintain and introduce. Our analysis allows you to identify and action wellbeing priorities at an organisational level, and within smaller teams or for specific employee segments. We can do this for an overall measure of wellbeing and for specific aspects such as burnout.

The dashboard can be updated to reflect any segment of the population: for example manager perceptions, the experiences of your high performers, your new joiners or employees from any demographic group.



To ensure you stay on track and continue to improve in the areas most important to employee wellbeing in your organisation, we can support you well beyond the baseline measurement with tools such as:

- Pulse, innovation and spotlight surveys to help you dive deeper into specific issues, or to co-create initiatives through crowdsourcing ideas
- Tailored nudges for managers and leaders to support them in delivering your wellbeing strategy
- Best practice advice sourced from both within and outside your organisation

Our Wellbeing Index can be integrated with a broader measurement programme or as a standalone diagnostic.

Not only does our Wellbeing Index deliver a full and accurate picture of the current state of wellbeing in your organisation, but the practical and analytical tools we provide alongside it mean you can focus on preventing poor employee health at the root cause level.

Taking a proactive, holistic approach is proven to have a huge impact on the wellbeing of your organisation as a whole and avoids the need to suffer the personal and organisational costs once it is too late.

# TAKING THE NEXT STEP TOWARDS BETTER EMPLOYEE HEALTH

ENGAGE's Wellbeing Index is fully integrated with our suite of leadership, engagement and culture tools. We believe that truly outstanding performance and organisational transformation can only occur where great leadership and deep engagement happen together within the right culture.

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