

SKILLS CONSULTING GROUP WORK WELLBEING INDEX



A large, ancient rock carving of a face on a cliffside. The face is highly stylized with intricate patterns, including a prominent nose, large eyes, and a wide, open mouth showing teeth. The carving is set against a dark, shadowed area of the rock face. To the right, a dark blue text box contains white text. The background shows a rugged, grey rock cliff with some green vegetation growing on it. At the bottom, there is a body of blue water.

**HE KŌTUINGA
MAHI ITI, HE
HUA PAI-Ā RAU**

**Small ripples
create big waves**

CONTENTS

Why are we sharing this?	2
The importance of workplace wellbeing	3
So, why is wellbeing important?	5
Work Wellbeing Index	11
Improving wellbeing through genuine care	19
Tailoring wellbeing offerings to employees is key	21
How this research was conducted?	22
About us	23

WHY ARE WE SHARING THIS?

We had all hoped that 2021 was going to be about stability and returning to usual business rhythms, however it is proving to be a year full of major transitions that are reshaping our places of work.

Increased awareness of the impact of mental health on employees and the workplace has been one such transition.

So, too, is the shift from managing the employee experience to managing the life experience of employees due to increased visibility into personal lives.

This means that when it comes to growing people at work, the whole person is increasingly important. As expectations on employers to demonstrate genuine care and offer meaningful wellbeing initiatives increase, the status quo of box-ticking exercises for workplace wellbeing is being loudly challenged.

Which brings us to the purpose of this report.

Our desire is to assist employers understand the direct relationship between wellbeing, employee effectiveness and business success, then to provide the 'know-how' to put this into practice.

By measuring the performance of New Zealand employers' wellbeing initiatives; identifying the areas for improvement; and implementing practical solutions, we can drive a culture of wellbeing. This means that, together, we can impact the lives of millions of working New Zealanders and their families - every single day.

Jane Kennelly
General Manager, Wellbeing



THE IMPORTANCE OF WORKPLACE WELLBEING

Wellbeing and recognition of the 'whole person' rank highly in what employees are looking for in a role

Employees were asked what was important to them when looking for an employer. We can group these into 4 buckets.



Average
Importance

63%

1. A wellbeing
culture

63%

2. A company that
recognises me as
a whole person

54%

3. Benefits
and career
development

39%

4. Company
reputation

Q. When looking at employers and places to work, which of these aspects is important to you?
Employee Total Sample n=1,446

But less than half feel that their organisation has a wellbeing culture – there’s a big gap between what is important and what they are experiencing.



Q. When looking at employers and places to work, which of these aspects is important to you?

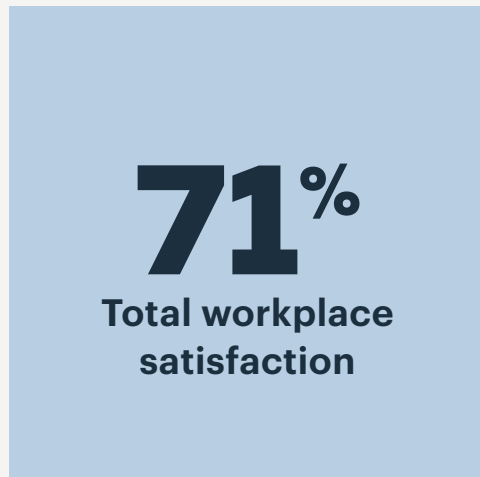
Q. Which of the following does the company your work for currently offer/have?

Base: Employee Total Sample n=1,446



**SO, WHY IS
WELLBEING
IMPORTANT?**

A sense of wellbeing in the workplace leads to greater employee satisfaction



Q. How satisfied are you with the company you currently work for?

Q. Which of the following does the company your work for currently offer/have?

Base: Employee Total Sample n=1,446, Employees who believe their organisation has a 'wellbeing culture' n=1,261

Greater employee satisfaction leads to higher motivation and effectiveness

Overall motivation and effectiveness amongst those who are satisfied and dissatisfied - employee



As satisfaction increases so does motivation and effectiveness – so we can see a link between wellbeing and greater employee effectiveness.

Q. How motivated are you to work for your company?
Q. How well do you think the company you work for allows you to be effective at your job?
Base: Employee Dissatisfied in the workplace n=183 Satisfied in the workplace n=1,213

Workplace satisfaction contributes to greater life satisfaction



Satisfaction in the workplace

Dissatisfied at work

Satisfied at work


Overall
satisfaction in life

36%



85%

Q. In general, how satisfied are you in life?
Base: Employee Dissatisfied in the workplace n=183 Satisfied in the workplace n=1,213

And we know that employee wellbeing is becoming increasingly important

WELLBEING FOCUS

85% of employees are expecting employers to put a greater focus on employee wellbeing.

95% of HR managers are expecting employers to put a greater focus on employee wellbeing.

PERMANENT

56% of employees feel that this shift is permanent.

76% of HR managers feel that this shift is permanent.

Q. Do you feel that people are expecting employers to put a greater focus on employee wellbeing?

Q. Do you think this change is a permanent or temporary shift?

Base: Employee Total Sample n=1,446 HR Total Sample n=105

Improving workplace wellbeing will improve not only workplace satisfaction and effectiveness, it will improve people's lives

Workplace wellbeing is here to stay.

With great awareness and understanding around the importance of wellbeing and a clear link between wellbeing and workplace satisfaction, effectiveness, and overall life satisfaction, it's more important than ever for employers to address the wellbeing needs of employees.

While a wellbeing culture ranks as a top priority for employees, our research found this area to have the largest gaps between employee expectations and the reality.

So, how do we bridge this gap? The Skills Consulting Group Work Wellbeing Index shows us where to focus.





 **skills**
CONSULTING GROUP

WORK WELLBEING INDEX



We know the key factors that contribute to overall wellbeing in the workplace

We use these 6 drivers to develop a wellbeing model.

Through this model we get:

- A single score out of 100. This is calculated through a weighted average of the 6 drivers.
- The relative weighting of each factor in driving overall wellbeing.
- An understanding of employer performance on the 6 drivers of overall wellbeing, and where wellbeing can be improved.
- Performance that can be tracked over time.



Enabling care of own wellbeing

The company enables me to care for my own wellbeing



Company genuine care

The company genuinely cares for my wellbeing



Enabling care of others' wellbeing

The company enables me to care for the wellbeing of others



Structures and programmes

The company has structures and programmes that ensure my wellbeing at work is cared for



Manager genuine care

My manager genuinely cares for my wellbeing



Team members / colleagues care

Team members / colleagues care about my wellbeing

It is 'genuine care' that has the biggest impact on driving overall wellbeing

Through our driver model we calculated the importance of each wellbeing driver in influencing overall workplace wellbeing.

Source: Wellbeing Model. Calculated by TRA.



Overall, New Zealand has a wellbeing score of 62 out of 100

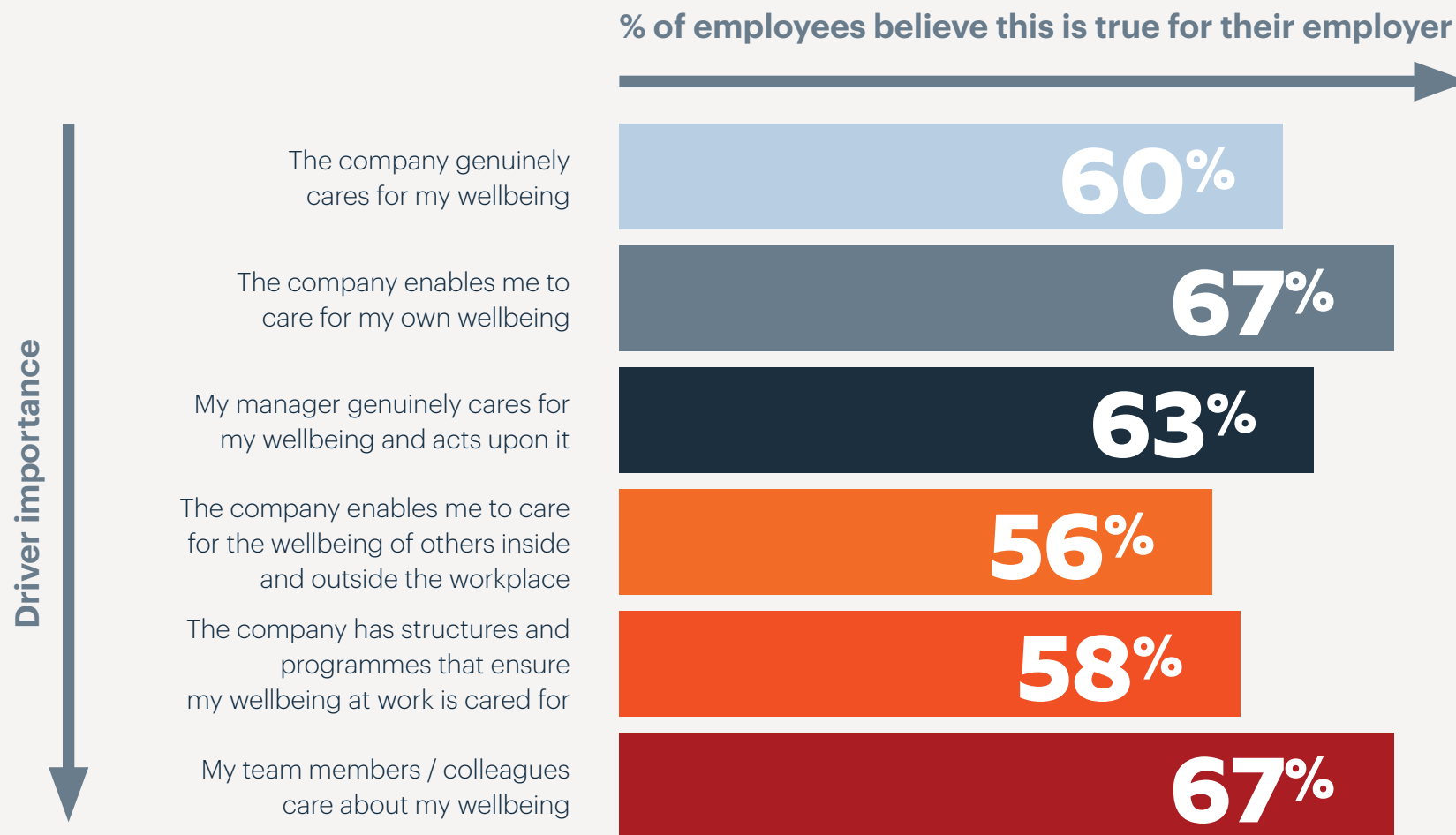
Employers are doing reasonably well based on employee perception – but there is room for improvement

62 /100

Source: Wellbeing Model. Calculated by TRA.



'Genuine care' – the most important driver is also where employees perceive lower levels of performance



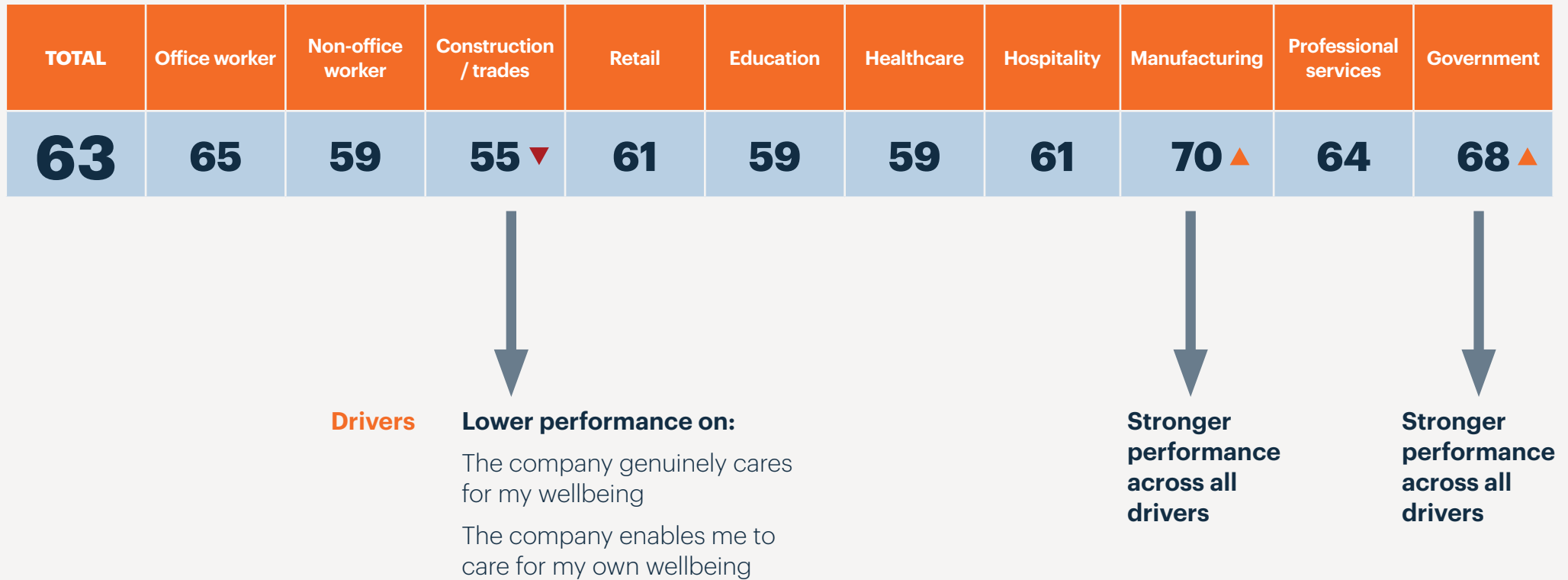
Q. What do you think of the company you work for in terms of Base: Employee Total Sample n=1,446

Across all areas of wellbeing, HR managers rate company performance higher than employees



Q. What do you think of the company you work for in terms of Base: Employee Total Sample n=1,446, HR Total Sample n=105

Overall wellbeing scores differ across industries



▼ ▲ Significantly higher/lower than total

Q. What do you think of the company you work for in terms of

Base: Employee Total Sample n=1,446, Office Worker n=824, Non-office worker n=878, Construction/Trade n=102, Education n=212, Government n=133, Healthcare n=216, Hospitality n=129, Manufacturing n=132, Professional Services n=181, Retail n=189

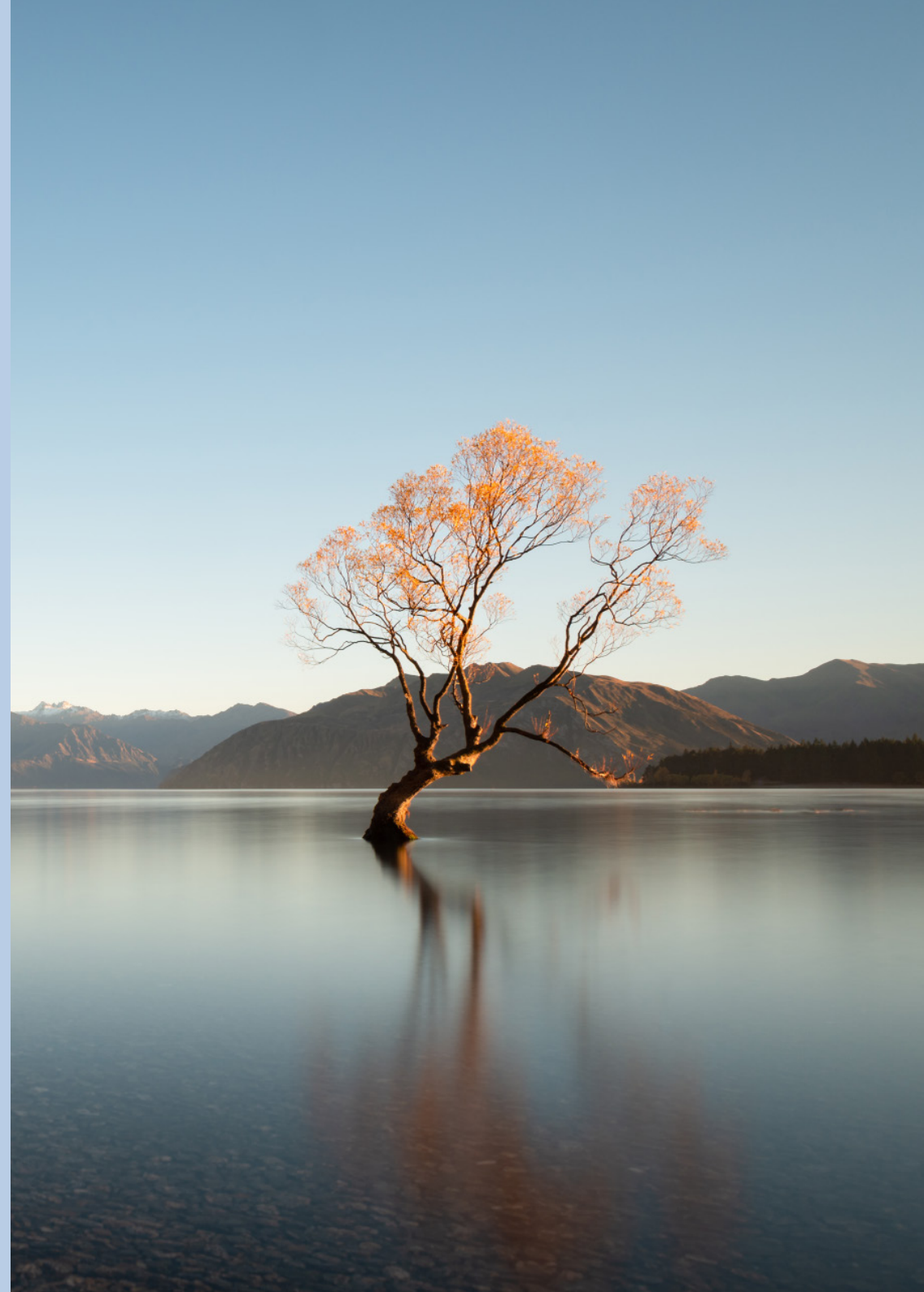
Improving wellbeing will come from demonstrating genuine care

'Genuine care' has the biggest impact in driving workplace wellbeing but is an area of weakness in the New Zealand employment landscape.

To build the country's wellbeing score, we need to focus on improving employee perceptions of genuine care.



**IMPROVING
WELLBEING
THROUGH
GENUINE CARE**



Employees that feel their employers don't genuinely care see wellbeing as a 'tick-box' exercise

Employee perception of employer	TOTAL	Employees who don't believe their company genuinely cares
Talks about wellbeing because they feel they have to	46%	63% ▲
Has policies and programmes that are there just to tick boxes rather than really look after people	43%	71% ▲

▼ ▲ Significantly higher/lower than total

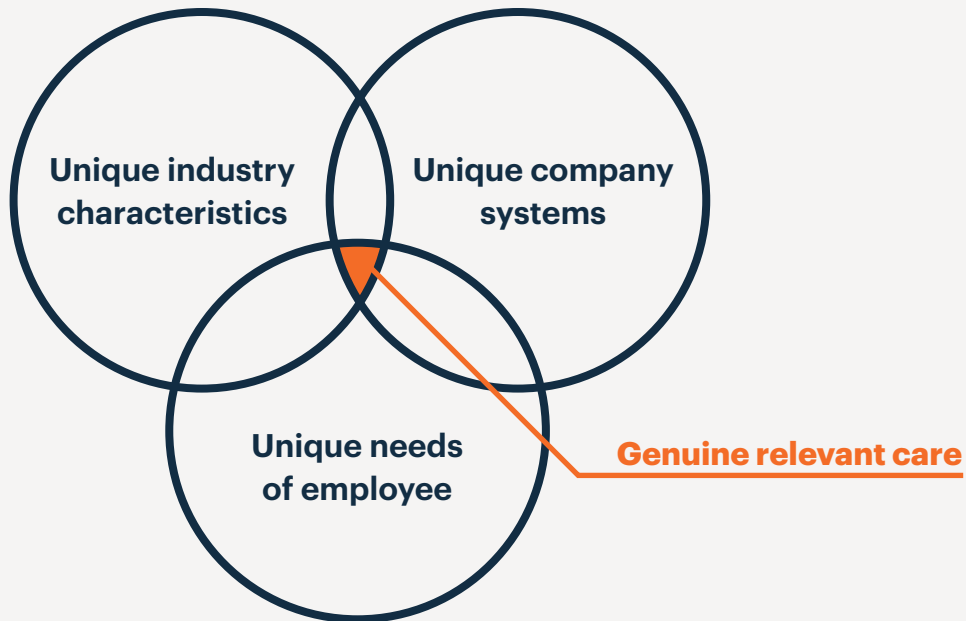
Q. What do you think of the company you work for in terms of...

Base: Employee Total Sample n=1,446, Employees who disagree with 'The company genuinely cares for my wellbeing' n=191

Tailoring wellbeing offerings to employees is key

Employers cannot take a 'one-size-fits-all' approach to care.

Genuine wellbeing requires consideration of organisational culture, systems, and the unique needs of individuals. Programmes must be made-to-fit.



Source: Qualitative phase



How this research was conducted?

Online survey of New Zealand employees and HR in organisations from November 27th to December 15th.

EMPLOYEES

- 1,446 New Zealanders aged 18+ who are either full or part-time employed (not self-employed)
- Following fieldwork, the data was weighted according to age, region, gender and ethnicity to ensure the data is representative of the New Zealand adult population.
- Spread across employee type (office based and non-office based and industry (manufacturing, construction/trade, education, healthcare, hospitality, retail, agriculture, professional services, government and state sectors)

HR

- 105 HR managers
- Spread across role:
 - HR Director
 - HR Business Partner
 - HR Advisor
 - HR Coordinator
- Spread across industry (manufacturing, construction/trade, education, healthcare, hospitality, retail, agriculture, professional services, government and state sectors)

TRA ABOUT OUR RESEARCH PARTNER, TRA

TRA is New Zealand's largest privately owned research company – working with some of the largest corporate and government clients across Australasia. Their expertise spans insights, strategy, behavioural science, data and analytics, and design.

In 2018 TRA was awarded Gold for the most effective piece of insights work globally in the ESOMAR research effectiveness awards. And in 2020 they were named 5th most innovative company in Australia and New Zealand for Media and Marketing and were awarded Best Innovation Program by the Australian Financial Review.

ABOUT US

We are Skills Consulting Group, an international team of experts in learning & development, workplace wellbeing and education consulting based in New Zealand and working with clients around the world.

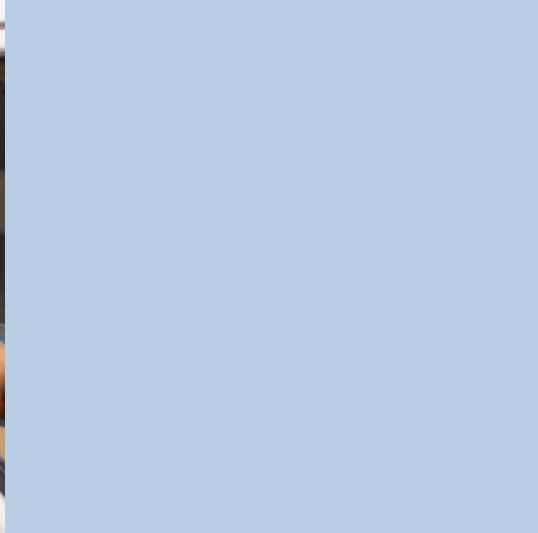
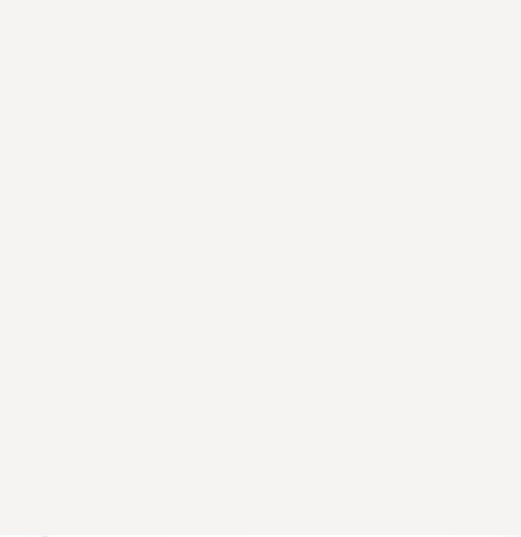
We live and breathe workplace capability. We work closely with industry. We help organisations upskill their workforce. We assist countries to drive their economic growth.

And right at the core of everything we do is people.

Through the Skills Consulting Group's network of specialist services and brands, we will work with you to tailor solutions that meet the unique needs of your organisation and your people.

And stay tuned; there's more to come. We'll be releasing five sub-reports over the next couple of months, where we'll dive deeper into more areas of workplace wellbeing.

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