

# MIND THE GAP

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There's a difference between how HR managers and employees rate wellbeing in their organisation.

Could the divide cost business?



## It appears HR managers are out of sync with employees in relation to wellbeing

WELLBEING INDEX	61	73	GAP
	HR	Employee	
The company genuinely cares for my wellbeing	72%	58%	14%
The company enables me to care for my own wellbeing	72%	64%	8%
My manager genuinely cares for my wellbeing and acts upon it	81%	64%	17%
The company enables me to care for the wellbeing of others inside and outside the workplace	70%	59%	11%
The company has structures and programmes that ensure my wellbeing at work is cared for	72%	54%	18%
My team members / colleagues care about my wellbeing	73%	68%	5%

Question: How do the people you work with think of the company in terms of (n=103)

Question: What do you think of the company you work for in terms of (n=1831)

## And their understanding of what wellbeing means to employees is also off

### WHAT WELLBEING MEANS TO PEOPLE

	HR	Employee	GAP
Having a good work life balance	<b>56%</b>	<b>64%</b>	<b>-8%</b>
Being valued	<b>50%</b>	<b>61%</b>	<b>-11%</b>
Being happy	<b>39%</b>	<b>44%</b>	<b>-5%</b>
Being mentally healthy	<b>40%</b>	<b>44%</b>	<b>-4%</b>
Holistic health - physically, mentally and emotionally	<b>40%</b>	<b>44%</b>	<b>-4%</b>
Living a balanced life	<b>38%</b>	<b>41%</b>	<b>-3%</b>
Looking after yourself	<b>28%</b>	<b>30%</b>	<b>-2%</b>
Being physically healthy	<b>27%</b>	<b>28%</b>	<b>-1%</b>
Being able to buy whatever I want	<b>18%</b>	<b>8%</b>	<b>10%</b>

Q: And which best describes what wellbeing in the workplace means to the people you work with (n=103)

Q: And which best describes what wellbeing in the workplace means to you (n=1831)

# There is also an issue around understanding what people are looking for in a workplace

## IMPORTANT ASPECTS WHEN CHOOSING AN EMPLOYER - TOP 10

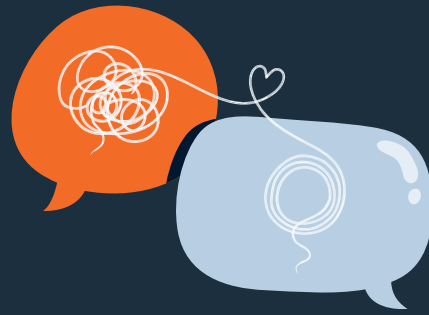


Q. When looking at employers and places to work, which of these aspects is important to you?

Q. When looking for employers and places to work, which of the following aspects do you think are important to the people at your work?

Base: Employee Total Sample n=1, 831 HR Total Sample n=103

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**WHAT DID THEY SAY WHEN ASKED  
WHAT THEY ARE LOOKING FOR?**

## Being supportive

■ ■ *Be supportive and aware of personal circumstances and that they can affect work.*

*Recognise that I need support. Give support, which is helpful.*

*They can always be kind and helpful in any situations.*

*Makes everyone feel safe and supports you if there's anything you need.*

*Friendly and supportive managers who make it clear they are available to talk if you ever need to, about work-related things or anything personal. ■ ■*



Q What are the main things a company can do to support your wellbeing at work?

Base: Employee total sample 2021 n=1,452

## IDENTIFY AND ADDRESS ISSUES

■ *Talk about issues to find out the underlying causes.*

*Find out from employees how they feel, don't wait for them to come to you.*

*Managers should engage with their staff and find out what each person needs for their wellbeing. Everyone is different and at different stages.*

*Manager occasionally checking in with me, making sure everything's going fine (both in and out of the workplace) and if there's anything wrong, find a solution to whatever's bothering me.*

*Listen to what is wrong, try to provide solutions that help ease the stress. ■■*

Q What are the main things a company can do to support your wellbeing at work?

Base: Employee total sample 2021 n=1,452





**IN COMPARISON HR MANAGERS THOUGHT  
PEOPLE FOCUSED ON HEALTH**





## MENTAL HEALTH

■ ■ *Employee mental well being.*

*More mental health or mental fitness discussions.*

*I want to increase the mental health counseling program for employees.*

*Mental health like stress management program.*

*Help on mental health. ■ ■*

Q What would be the areas you'd most like help on to improve your wellbeing programmes

Base: HR e total sample 2021 n=105

## GENERAL HEALTH AND EXERCISE

■ Provide better life benefits, such as gym membership.

*We need help from the company's culture department to change the health plan.*

*Nutrition and physical health with good food plans as a healthy staff member is a more productive employee as well as less time required off work.*

*We need to further implement the company's health plan. ■*

Q What would be the areas you'd most like help on to improve your wellbeing programmes

Base: HR e total sample 2021 n=105



## There is some good news - HR managers are recognising the importance of wellbeing

	2022	vs 2021
A job that makes me feel worthwhile	<b>49%</b>	-
Supportive manager	<b>59%</b>	+5
A culture that looks after its employee wellbeing	<b>52%</b>	+9 ▲
Policies that look after staff wellbeing	<b>41%</b>	+2
A strong family-like culture	<b>41%</b>	-
A good work / life balance	<b>66%</b>	+3
Provides flexibility that helps me fit in all my commitments	<b>39%</b>	+4
Understands that my personal life can have an impact on me at work	<b>40%</b>	+9 ▲

▲ ▼ Significantly higher/lower than 2020

Q. When looking for employers and places to work, which of the following aspects do you think are important to the people at your work? Base: HR Total Sample 2021 n=103



## And HR managers are being seen to do more in the wellbeing space

	2022	vs 2021
A job that makes me feel worthwhile	<b>34%</b>	+3
Supportive manager	<b>49%</b>	+13
A culture that looks after its employee wellbeing	<b>33%</b>	-
Policies that look after staff wellbeing	<b>38%</b>	+5
A strong family-like culture	<b>34%</b>	+1
A good work / life balance	<b>44%</b>	+7
Provides flexibility that helps me fit in all my commitments	<b>32%</b>	+7
Understands that my personal life can have an impact on me at work	<b>33%</b>	+11 ▲
Competitive salary	<b>40%</b>	+3
Training and development opportunities	<b>51%</b>	+18 ▲
Good career pathways	<b>37%</b>	+8
A good range of additional benefits	<b>31%</b>	+4

▲ ▼ Significantly higher/lower than total

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

Base: HR Total Sample 2021 n=103



## And HR managers believe they are trying to do more than just tick a box

	2022	vs 2021
Talks about wellbeing because they feel they have to	59%	-14 ▼
Has policies and procedures that are there just to tick boxes rather than really look after people	50%	-10 ▼
Has policies and programmes which are there to react when something goes wrong rather than stop it going wrong in the first place	55%	-18 ▼

▲ ▼ Significantly higher/lower than total

Q. The company X, how do the people you work with think of the company in terms of Base: HR Total Sample 2021 n=103



## And HR managers are being seen to do more in the wellbeing space

	Important	Offer	GAP
A job that makes me feel worthwhile	<b>72%</b>	<b>43%</b>	<b>29%</b>
Supportive manager	<b>70%</b>	<b>51%</b>	<b>19%</b>
A culture that looks after its employee wellbeing	<b>68%</b>	<b>36%</b>	<b>32%</b>
Policies that look after staff wellbeing	<b>62%</b>	<b>39%</b>	<b>23%</b>
A strong family-like culture	<b>45%</b>	<b>34%</b>	<b>11%</b>
A good work / life balance	<b>83%</b>	<b>44%</b>	<b>36%</b>
Provides flexibility that helps me fit in all my commitments	<b>58%</b>	<b>42%</b>	<b>16%</b>
Understands that my personal life can have an impact on me at work	<b>52%</b>	<b>41%</b>	<b>11%</b>
Competitive salary	<b>70%</b>	<b>35%</b>	<b>35%</b>
Training and development opportunities	<b>58%</b>	<b>43%</b>	<b>15%</b>
Good career pathways	<b>48%</b>	<b>27%</b>	<b>21%</b>
A good range of additional benefits	<b>46%</b>	<b>24%</b>	<b>22%</b>
A company that has a good reputation	<b>55%</b>	<b>45%</b>	<b>10%</b>
Senior leaders that have a good reputation	<b>40%</b>	<b>28%</b>	<b>12%</b>
Inclusive hiring policies - supportive of diversity	<b>33%</b>	<b>36%</b>	<b>3%</b>
A company that gives back to the community	<b>32%</b>	<b>31%</b>	<b>1%</b>

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 2021 n=1,831

## HR managers are improving, but there is still some disconnect

In order to deliver to wellbeing, HR managers and organisations need to know where to focus and be aligned with what employees want from wellbeing offerings. This requires a deeper understanding of their employees' unique needs and characteristics.

This creates an opportunity for programmes that gain an understanding of employees and what they are looking for in terms of their wellbeing.



# What are your take-aways?

- There is a definite gap between how HR managers and employees see wellbeing in their workplace and it could be costing the business
- Work has been done but more is needed.
- By really understanding what employees need and want, HR managers will be able to develop wellbeing strategies that really deliver

## Consider looking at:

- Upskilling your managers in wellbeing
- Investing in wellbeing support tools e.g. software that identifies issues early, Employee Assistance Programs

## OK-NOMICS

The theory linking employee wellbeing to your bottom line

Ignore it and pay the price

Embrace it and reap the rewards





# How this research was conducted

## OVERVIEW

Key areas explored are:

- Overall understanding of wellbeing and what is being offered
- Employer performance against employee expectations
- Wellbeing score and drivers of wellbeing
- Changing wellbeing trends

Survey fieldwork conducted from November 27th to December 15th 2021.

### **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.

## EMPLOYEES

- 15 minute online survey
- Speaking with n=1,831 New Zealanders aged 18 and over who are either full or part time employed (not self-employed)
- Following fieldwork, the data is weighted according to age, region, gender and ethnicity to ensure the data is representative of the New Zealand adult population.
- Spread across employee type and industry:

Office based	898
Non-office based	933
Primary industry	84
Secondary industries	388
Retail	193
Accommodation and Food Services	93
Professional Services	288
Public Administration and Safety	69
Government	534
Education and Training	219
Health Care and Social Assistance	246

## HR

- 15 minute online survey
- Speaking with n=105 HR managers
- Spread across role:
  - HR Director
  - HR Manager
  - HR Business Partner
  - HR Advisor
  - HR Coordinator
- Spread across industry (manufacturing, construction/ trade, education, healthcare, hospitality, retail, agriculture, professional services, government and state sectors)

# ABOUT US

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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.

**[info@skillsconsultinggroup.com](mailto:info@skillsconsultinggroup.com) | [skillsconsultinggroup.com](https://skillsconsultinggroup.com)**



Want to know how your business can build its Wellbeing strategy  
Contact us: [info@skillsconsultinggroup.com](mailto:info@skillsconsultinggroup.com)

