



# Wellbeing Support

PLAYBOOK

# Introduction

## Wellbeing

The state of being happy, healthy, or prosperous

- Emotional/physical/psychological wellbeing
- To have a sense of wellbeing

Prioritizing employee wellbeing is crucial for their mental, emotional, and physical health at work. Organizations and HR professionals should adopt a proactive approach to building resilience and supporting wellbeing.

This playbook offers information, best practices, wellness program ideas, and a template to evaluate current measures and plan new initiatives to achieve a healthier, happier, and more productive workforce with a comprehensive and holistic wellbeing approach.

## Overview

To take a comprehensive approach to wellbeing in your company, it's important to consider five key pillars of wellbeing. These pillars represent different dimensions of overall health.

- **Mental wellbeing:** emotional health, balance
- **Social wellbeing:** connections, relationships, community
- **Financial wellbeing:** stability, security, independence
- **Physical wellbeing:** physical health and wellness
- **Career wellbeing:** professional growth and fulfillment

This playbook is structured into five segments, each corresponding to a specific pillar of wellbeing.

The first section covers the symptoms of each pillar and how they can impact your employees, along with initiatives to support your team. The second section lets you document current efforts and develop an action plan.

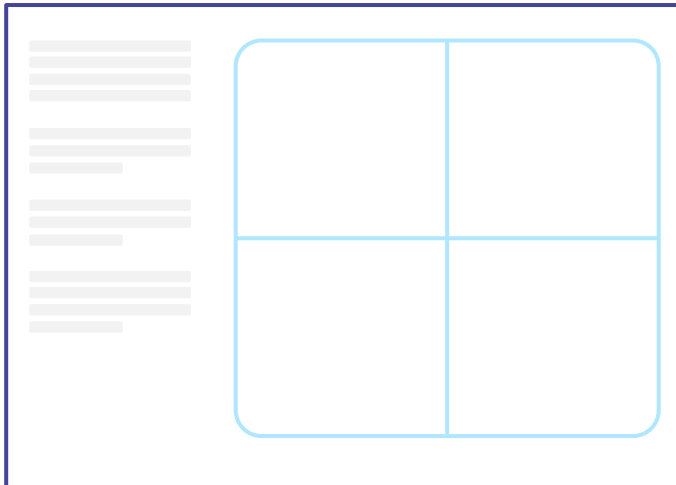
By paying attention to each one, your HR team can help promote a more well-rounded and fulfilling work environment.

For each segment of the wellbeing types, follow these instructions for every section:



## 1 *Wellbeing type: symptoms and initiatives*

- a. Read about each component of a total wellbeing strategy to understand its importance and impact on employees' personal and work lives.
- b. Identify challenges and deterioration symptoms.
- c. Discover initiatives and programs that can promote wellbeing and support employees.



## 2 *Action plan*

- a. Focus on the guiding questions to reflect on how your company currently promotes each component of its total wellbeing strategy and what other support your employees may need.
- b. Use the quadrant on the right to plan solutions, decide on next steps, and identify crucial stakeholders for successful implementation.

# Types and Models of Wellbeing

## **Wellbeing models**

Wellbeing models are frameworks used to understand the different dimensions of wellbeing and how they interact and guide individuals, organizations, and policymakers in developing strategies to enhance wellbeing.

For example, the PERMA model identifies five key elements of wellbeing:

- **Positive emotions**
- **Engagement**
- **Relationships**
- **Meaning**
- **Accomplishment**

This model can be used as a framework for individuals or organizations to develop strategies and practices that promote wellbeing in these key areas.

## **Adopting a holistic approach to wellbeing in the workplace**

Wellbeing is a dynamic concept that exists on a continuum, influenced by various factors.

Spending too much time on the negative end can have significant consequences.

Organizations should offer proactive and reactive solutions to support employee wellbeing.

## **Proactive wellbeing solutions**

### **EXAMPLES**

- Providing healthy snacks
- Sponsoring fitness programs
- Offering access to mental health resources

## **Reactive wellbeing solutions**

### **EXAMPLES**

- Offering employee assistance programs, such as a confidential counseling service
- Providing flexible work arrangements

# Mental Wellbeing



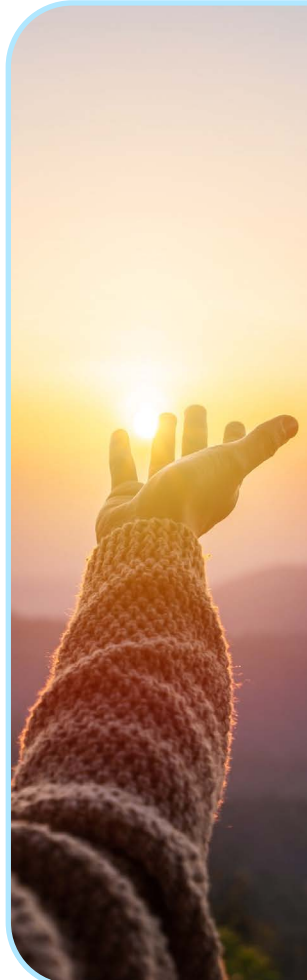
Mental wellbeing enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community. A person's job plays a significant part in their mental health and wellbeing. Work and situational stressors (such as inflation rates, financial hardship, illness, unexpected changes, and family or household emergencies) negatively impact people's mental health.

## The following symptoms may indicate a decline in mental wellbeing:

- Heightened muscle tension
- Disrupted sleep patterns (such as sleep deprivation or fragmented sleep)
- Feelings of depression
- Fatigue
- Episodes of anxiety
- Heightened stress levels
- Drained energy
- Burnout syndrome

## Employees experiencing mental health challenges may show these symptoms at work:

- Increased, unexpected absences
- Decreased work performance and quality
- Reduced productivity and job involvement
- Lowered work motivation and satisfaction
- Diminished work commitment and enthusiasm



## Your HR team can implement these initiatives and programs to promote mental wellbeing:

- **Mental health days:** Provide employees with a set number of days each year that they can take off so they can recharge, relieve stress, and address any difficult situations in their lives.
- **Professional support:** Offer employees a safe space with certified psychologists to talk about personal and professional matters. There are several online platforms that provide individual or group sessions, workshops, and resources for problem-solving through therapy and mindfulness.
- **Leadership training:** Train your company's managers and leaders to identify signs of decreased mental health in their teams.
- **Mental wellbeing awareness:** Destigmatize mental health and wellbeing by encouraging open conversations within your organization. Lead by example by having leaders openly discuss the topic.

Focus on these questions:

- What are the organization’s mental wellbeing initiatives for employees? How effective are they?
- What indicators are we using to assess employee mental wellbeing?
- Do our company culture and leaders promote mental health awareness and open discussions about mental health?
- Do our company culture and leaders encourage employees to find a healthy work-life balance?
- Do our company culture and leaders prioritize helping and supporting employees in the face of a challenge?
- Does HR actively gather data to understand better what stressors impact the lives of our employees?
- What are we doing as a company to build psychological safety in the workplace?
- What are we doing as a company to encourage managers to practice adaptability and problem-solving with their teams?
- Have employee turnover rates increased in the past year? Is there evidence that mental wellbeing challenges played a role in this?
- What proportion of employees took extended leave for health reasons last year? Are there reasons to believe that mental wellbeing challenges contributed to this?

<p>These are the steps we are currently taking to address mental wellbeing:</p>	<p>Within the next month, these are our goals and what we can realistically accomplish to improve mental wellbeing support in our organization:</p>
<p>Within the next six to twelve months, these are our goals and the steps we can take to further improve support in this area:</p>	<p>These are the resources and stakeholders that will be necessary for successfully implementing these ideas:</p>



# Social Wellbeing



Feeling connected and supported by others is essential for human wellbeing. Having a sense of belonging in one's family, group of friends, community, and workplace contributes to the overall quality of life. Building meaningful social relationships has a positive effect on wellbeing. This includes people's relationships with their colleagues.

**An employee may be facing challenges with their social wellbeing if they exhibit any of the following signs at work:**

- Growing feelings of social isolation
- Disengagement from work, colleagues, and social activities
- Increased interest in exploring career opportunities beyond the current company
- Sense of social withdrawal from others
- Difficulty creating and maintaining social networks
- Low self-esteem that affects their ability to connect with others
- Challenges with interpersonal relationships, including a lack of ability to build meaningful social relationships with colleagues
- Lack of collaboration with other colleagues and teams in the organization
- Limited participation and contribution in the groups and teams they belong to



**Your HR team can implement these initiatives and programs to promote social wellbeing:**

- **Redefine remote and hybrid work strategies:** Establish clear guidelines and policies for when, where, and how work is to be completed. Communicate these policies to current and potential employees so they can better understand the level of flexibility and autonomy offered and evaluate whether the arrangements meet their needs.
- **Create opportunities for people to connect:** This can include organizing in-person initiatives for team-building activities on a quarterly basis and encouraging virtual hangouts for line managers and their teams on a bimonthly basis.
- **Foster collaboration and teamwork:** Encourage teams that mostly work in a remote setting to gather periodically for specific meetings or brainstorming sessions or to commemorate achievements and milestones.
- **Encourage recognition:** Implement a global employee recognition program that recognizes and shows appreciation for employee contributions.

## Focus on these questions:

- What is the company's current work policy? Is it fully remote, hybrid, or fully in person?
- How has the COVID-19 pandemic impacted our work policy? Specifically, what changes have been made, and what percentage of our workforce has been affected? Additionally, how are we measuring the impact of these changes on employee engagement and job satisfaction?
- What indicators are we considering to assess the current state of social wellbeing among our employees?
- What is the role of the office in the current work environment, and how can it support the social wellbeing of employees? Additionally, how is the office space being utilized—as a place for team connections, in-person meetings, brainstorming sessions, or meetings with clients?
- Do we currently have any company-wide employee recognition programs in place? If so, what do these programs entail and include?
- Is there a budget for in-person team-building activities? How often do they occur, what are they, and who organizes them? How is employee feedback gathered to improve the activities and ensure they contribute to a positive work environment and the social wellbeing of the workforce?

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# Financial Wellbeing



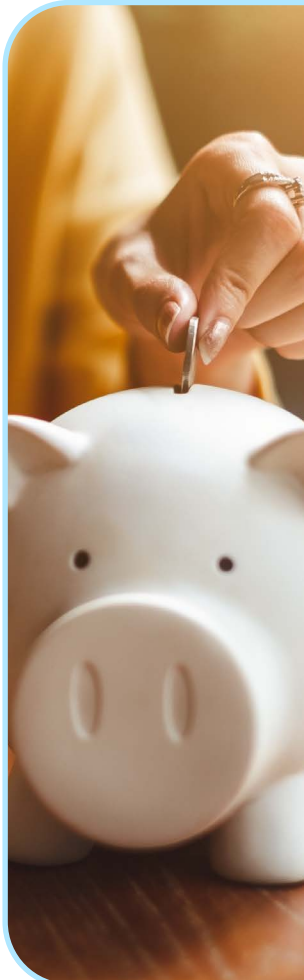
Financial stress results from worries about finances, especially unexpected expenses like medical bills or household emergencies. The inability to save money, inflation, debt, fear of bankruptcy, and meeting basic needs like providing for family members and securing housing also add to financial stress.

## Financial stress may manifest in employees through various symptoms, including:

- Disturbed sleep patterns (such as sleep deprivation or fragmented sleep)
- Feelings of depression
- Anxiety episodes
- Burnout syndrome
- Poor health (e.g., migraines, high blood pressure, nausea, ulcers, and heart conditions)
- Unhealthy eating habits
- Strain in personal relationships

## Financially stressed employees may exhibit:

- Increased, unexpected absences
- Decreased work performance and quality
- Reduced productivity and job involvement
- Lowered work motivation and satisfaction
- Diminished work commitment and enthusiasm



## Your HR team can implement these initiatives and programs to promote financial wellbeing:

- **Assess employee needs:** Evaluate the workforce's needs by gathering relevant data through a survey or other means.
- **Create a financial wellness strategy:** Assess the organization's current financial wellbeing support capabilities and develop an effective financial wellness strategy to assist employees in managing their finances and minimizing financial stress.
- **Educate employees about financial wellness:** Arrange third-party workshops, webinars, or guest speakers on budget planning, taxes, debt, housing, and saving.
- **Provide access to financial wellness tools:** Provide financial wellness tools that offer customized training, elearning, personalized coaching, and on-demand financial advising.
- **Establish a partnership:** Consider collaborating with a company that specializes in employee financial planning.
- **Promote effective communication and transparency:** Ensure that all communications regarding topics such as inflation and compensation policies are clear, transparent, and easily comprehensible.

Focus on these questions:

- Do we have a financial wellness strategy currently in place? If so, what does it entail? If not, what measures can we take to support our employees' financial wellbeing, and are there any limitations to what we can do?
- Do we offer any financial benefits to our employees, such as free in-company lunch, travel expenses coverage, or a pension plan? How do we evaluate the effectiveness of these benefits in promoting our employees' financial wellbeing?
- What indicators are we considering to assess the current state of financial wellbeing among our employees?
- How proficient are our employees in financial education, and are they frequently seeking guidance from the team on topics such as compensation or taxes?
- How has the current regional and global financial situation impacted our industry and company? What is the financial impact of these changes on our employees? Additionally, what financial changes have taken place in the past 12 months and how have they affected our workforce?

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# Physical Wellbeing



Maintaining good physical health can significantly improve quality of life, making daily activities more manageable and enjoyable. Poor mental health, an imbalanced work-life dynamic, and financial stress can lead to unhealthy habits that negatively affect physical wellbeing.

## Employees experiencing negative physical wellbeing may exhibit symptoms such as:

- Chronic stress, which can raise the risk of heart disease and high blood pressure
- Feelings of anxiety and depression caused by worries about physical health
- Insomnia or fragmented sleep
- Unhealthy habits adopted as a coping mechanism, which can exacerbate physical health problems

## Employees experiencing physical health challenges may show these behaviors at work:

- Increased absenteeism or tardiness
- Reduced productivity
- Lack of focus or concentration
- Decreased quality of work
- Decreased engagement



## Your HR team can implement these initiatives and programs to promote physical wellbeing:

- **Promote healthy habits among employees:** Consider the ergonomics of the work environment and offer healthy snack options and lunches. Encourage people to go out on walks for certain one-on-one meetings (if possible). Another initiative you could implement to promote healthy habits is a gym or physical wellbeing challenge.
- **Promote physical activity:** Partner with a gym to provide free memberships for your employees. This can encourage them to prioritize exercise and take care of their physical wellbeing.
- **Educate people about a healthy lifestyle:** Invite guest speakers or share information about healthy habits, such as healthy meal plans, taking breaks from desk work, maintaining good posture, taking breaks from screens, and exercising regularly. Create designated spaces where employees can learn about these topics.
- **Encourage work-life balance:** Train leadership and line managers to promote work-life balance and set healthy boundaries for their teams, such as rules around after-hour messages or offering flexibility for personal errands or doctors' appointments.

## Focus on these questions:

- What programs are we actually implementing to promote physical wellbeing among our employees?
- What indicators are we considering to assess the current state of physical wellbeing among our employees?
- Are we providing our employees with tools to promote their physical health? For example, do we offer ergonomic chairs for those who spend a lot of time sitting to encourage good posture?
- How do we assess work-life balance among employees? What does it mean to them, how do we measure their satisfaction, and what methods do we use to gather and act on this information?
- Has sick leave usage increased compared to previous years? Can we take action to improve employees' physical health and reduce sick days taken?
- Are the food, snacks, and drinks offered at the office healthy and accommodating to employees with dietary restrictions? Are all necessary measures being taken to ensure inclusivity and food safety in the workplace?
- Are we providing the necessary accommodations for employees with health needs? Are we equipping them with the tools they need to succeed in the workplace?

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# Career Wellbeing



Career wellbeing is attained by aligning passions, skills, fair compensation, and business goals. Companies that offer career paths and empower employees to use their strengths to achieve tasks and grow skills foster career wellbeing. This entails feeling fulfilled, having growth opportunities, and contributing to the company's success.

**Employees who feel unsupported in terms of career growth and wellbeing may exhibit some of these behaviors in the workplace:**

- Lowered work engagement, job satisfaction, and productivity
- Low self-esteem and feelings of depression, anxiety, or even apathy, leading to a lowered overall quality of life
- Lack of interest in achieving company goals and pursuing personal and professional growth within the structure of the company
- Lack of ownership, diminished social engagement, and reduced innovation
- Elevated rates of unscheduled absenteeism and tardiness
- Interest in pursuing opportunities elsewhere, eventually leading to resigning to accept an offer with another company



**Your HR team can implement these initiatives and programs to promote career wellbeing:**

- **Create an impactful employee development plan:** Help individuals build their skills and knowledge for current and future roles.
- **Implement 360-degree feedback methodology:** 360-degree feedback is a way for employers to evaluate their employees' job performance and get feedback from different sources. This feedback comes from people who work closely with the employee, like their peers, direct reports, and supervisors, as well as external sources like customers and vendors.
- **Implement growth talks:** Encourage line managers to have one-on-one discussions with their teams. These conversations can cover a range of topics, including how to apply feedback, career aspirations, personal goals, and what support the company can offer to help them achieve those goals.
- **Encourage employee learning and development:** Foster a culture of personal growth by offering job rotation, shadowing, coaching, and mentoring. Cover the cost of training programs that align with employees' interests.

## Focus on these questions:

- What indicators are we considering to assess the current state of career wellbeing among our employees?
- How is feedback given and received currently? What methodology is being used? How often do these conversations take place, and who is involved? What are the typical next steps and tangible outcomes of these conversations?
- Do we currently have a learning and development program in place? If so, how is it structured, and are we actively tracking participation and outcomes?
- Does our company's culture and leadership support and promote employee learning and development, encouraging them to acquire new skills and bring innovation to their job processes?
- Do we have a plan for employee career growth? What does this plan entail, and how do we track progress and success?
- How satisfied and engaged are our employees with their jobs? How do we measure and track changes resulting from our initiatives?
- What is the employee lifecycle at our company? Are there high turnover rates at any key points? Do we have reason to believe that this could be due to a lack of growth opportunities or support from the organization?

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# Best Practices

These are **best practices** managers and the HR team at your organization can take into account to support their employees' wellbeing and help create a healthy work environment. Each best practice comes with a respective example.

