

Global Healthy Workplace Summit

Northampton UK, Thursday 31 August 2023

Navigating the Future of Work and Wellbeing

Professor Dame Carol Black

Co-chair, NHSE Advisory Group on Health and Wellbeing,
Chair, Centre for Ageing Better

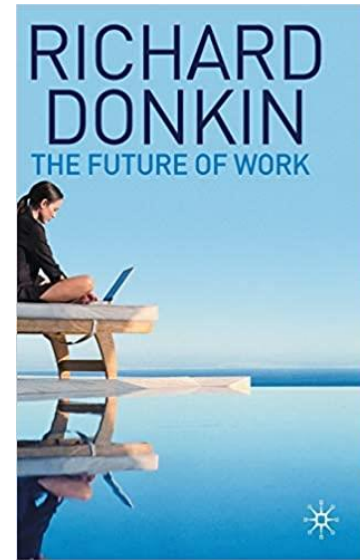
Prophetic publication

Richard Donkin's *The Future of Work* 2010 :

“The history of the way we live and work is more evolutionary than revolutionary in nature.”

He described trends or **migrations of practice** and habits, shifting from one norm to the next, e.g. :

- Industry to knowledge services
- Office to home
- Collective to individual
- Process to project
- Formal working hours to discretionary time
- Work across boundaries



Each migration was experienced in different strengths across different sectors, industries and workplaces.

Donkin's Policy Agenda for Future Work

2010

- Understand that home is interchangeable with office. Home workers need support, trust, measurement by results.
- Give people discretion and autonomy to choose how they spend more of their time.
- Insist on relationship experience and empathy (emotional intelligence) in management, plus technical mastery.
- Promote employee health and well-being with well-designed interventions, and monitoring of outcomes.
- Retire the concept of retirement, and remove default retirement ages for all.

The unexpected ...

- **COVID-19**
- **Inflation**
- **War**
- **Energy crisis**
- **Cost-of-living crisis**

Post-COVID Workplace trends

- Health and Wellbeing (including financial WB) elevated in workplace
- Mental Health vital. Psychological safety important
- Flexible Working – its pros and cons
- Need for better employee experience.
- Employee voice is stronger.
- Staff shortages, record unfilled vacancies, disappearing older worker.
- Leaders re-imagining how they lead
- Line managers in the spotlight
- Occupational Health to the forefront
- Investment in digital structure
- ESG, ethical investing

Some of these changes were very rapid – Donkin's predictions have accelerated !

GALLUP Global Workplace 2023



World's largest ongoing study of the employee experience, since 2005, 122k respondents.

“The message is clear. Economic growth is slowing, and if global GDP doesn't grow every other problem gets harder to solve.”

The 2022-23 study has one clear message for leaders:
“Change the way you manage people”.

Poor management leads to miserable lives, hating your job is worse than being unemployed, and those negative emotions end up at home. If you are not thriving at work you are unlikely to be thriving in life.

The cost of poor engagement to the global economy is estimated at \$8.8 trillion, that is 9% of global GDP.

State of the Global Workplace: 2023 report

Global Insights: Summary

Employee Engagement

THRIVING AT WORK
Engaged

23% +2

QUIET QUITTING
Not engaged

59% -1

LOUD QUITTING
Actively disengaged

18% -1

Job Market

JOB CLIMATE
Good time to find a job

53% +10

INTENT TO LEAVE
Watching for or actively seeking new job

51%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS
44% 0

ANGER
21% 0

Boxed numbers indicate the percentage-point change from 2021 to 2022, where available

Global Workplace: changes for the better

“Quiet quitting” (not engaged) employees know what they would change about their workplace.

85% of responses by the ‘quiet quitting’ – most employees – were related to engagement or culture, pay and benefits, or wellbeing-work/home balance.

Respondents were asked: ***What would you change about your workplace to make it better ?***

Engagement or Culture

41%

“
Everyone recognised for their contribution.

Managers more approachable, etc

Pay and Benefits

28%

“
Subsidised childcare

Good canteen for all, etc.

Wellbeing

16%

“
More work from home

Taking workers’ health and life seriously, etc.

State of the Global Workplace: 2023 report

Executive Summary

In 2022 the global workplace experienced an engagement rebound – but workers are still stressed out.

In 2022 employment and job opportunities surged globally, back in line with pre-pandemic trends on economic development and growth. However, North America saw no gain in engagement or job opportunities, having experienced its recovery in 2021.

At the same time, global worker stress remained at a historic high.

As leaders endeavour to navigate an uncertain economic outlook, their employees' stress is impacting productivity and performance.

Addressing these matters and improving engagement should be top priorities for the world's political and business leaders.

Five tensions driving change.

Ipsos Mori, global survey, 12,500 persons, 29 countries

Flexibility trumps consistency for most workers

Prefer flexibility on where and when

59%

41%

Prefer consistency on where and when I work

Twice as many workers are satisfied with their benefits

My employer provides sufficient benefits

68%

32%

Benefits provided are **not** sufficient to keep me satisfied

Workers are evenly split on commutes

Commuting is an acceptable part of the workday

51%

49%

I would prefer a job **not** requiring commuting

Most say their workplace is as diverse as needed

My workplace is diverse enough

79%

21%

My workplace is **not** diverse enough

Workers are split between flexibility and privacy

My employer may monitor my online activity if it means flexibility in where I work

52%

48%

Knowing my employer is not monitoring my online activity is more important than flexibility.

The workforce well-being imperative: Deloitte 2023 USA

Paving the way for human sustainability in workplace culture

Research by Deloitte USA in November 2022 targeted full- and part-time employees aged between 18 and 73; 1,274 people completed the on-line survey.

Shows that little progress can be made, despite investment, unless the root causes of poor workforce well-being are addressed.

Three factors – “work determinants of well-being” - have great impact in today’s work environment: **leadership behaviour, how the organisation and jobs are designed; and the ways of working across organisational levels.**

Again the answer lies in ‘ownership’ by the CEO, C-suite and Board – and their decisions could be informed by data and meaningful input about the lived experience of their workforce.

Trend: Need for Improved Healthy Workplace Culture

Healthy Work culture needs :

- empowering empathetic leadership,
- capable middle managers,
- Boards engaged in promoting employees' Health and Wellbeing.



Not just an 'add-on', embed good workplace culture in the organisation on a firm base.



Don't just paper over the cracks !

This will not succeed in today's world.

Pivotal Role of the Line Manager

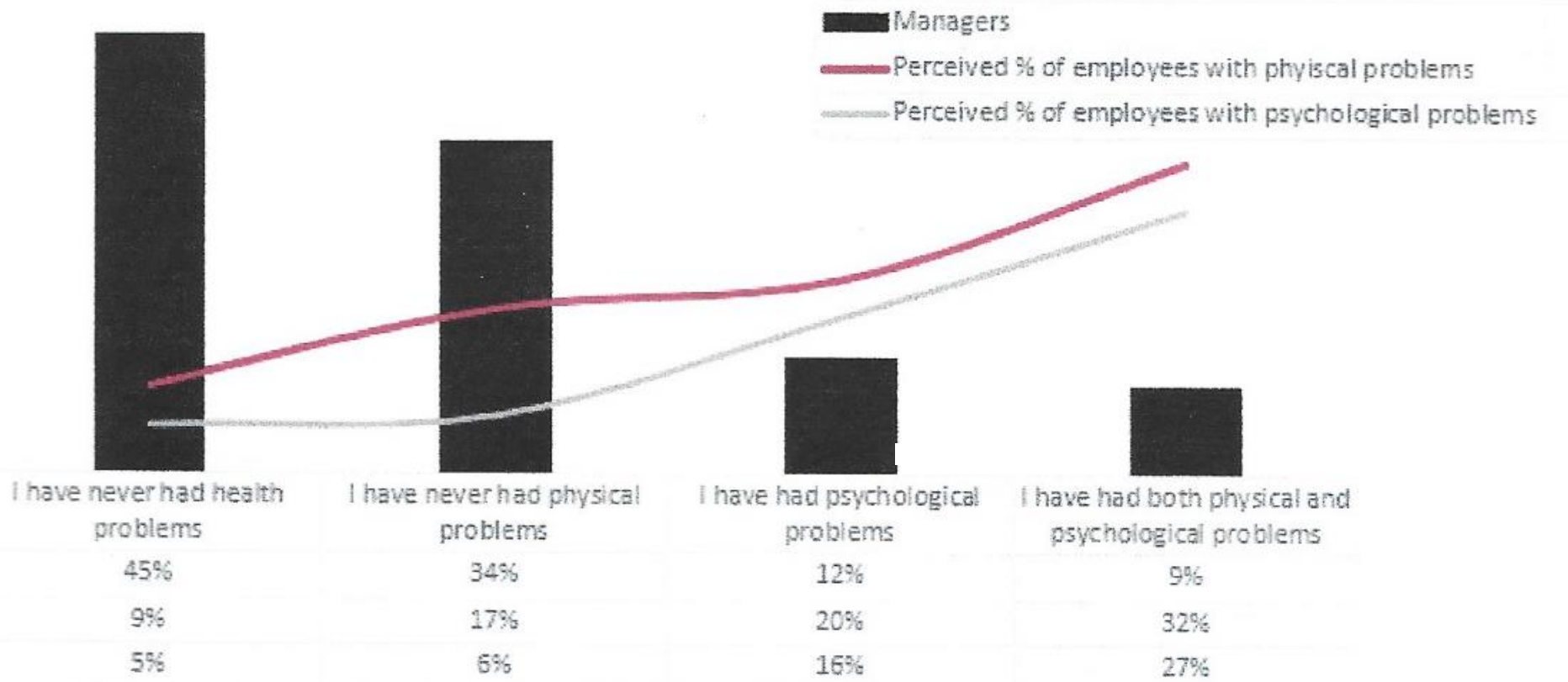
- “ Working from home has exposed managers who lack empathy, have limited interpersonal skills, or are not suited to the complex demands of people management.”
- “ Organisational stability and future growth will be assisted by reviewing managers’ suitability for the task, and by developing training curricula that strengthen the new people-management competencies that the future shape of work demands.”

Are leaders' well-being, behaviours and style associated with employees' wellbeing ?

Review of three decades' research. Skakon, J. et al, *Work & Stress*, 2010

- Overview of empirical research on impact of leaders and their styles on employee stress and affective well-being.
- Forty-nine papers from 1980-2009 met the inclusion criteria.
- Studies were mostly cross-sectional (43/49), examining impact of leaders' stress (4 papers), behaviours (30/49) and style (20 papers) on employee stress and affective well-being.
- **Support was found for some association.**
- Future studies should examine processes linking leaders with employee stress, possibly leading to effective interventions.

Healthier Managers don't have ill Employees



Data from a 2017 survey of 1,540 managers of small or medium-sized enterprises in German-speaking part Switzerland.

Trend: Mental Health support vital

Unmind survey 2021, 1500 HR decision-makers world-wide, plus trusted partners.

- More investment in MH training : 87% said important or above
- Wellbeing champions : 80% said a strategic priority
- Digital becomes key : 85%, digital/online MH tools important
- Proactive MH support : 98% said a business priority
- Smash stigma : 50% said stigma stops uptake of services
- Leadership: 32% said seniors need greater awareness of MH
- Health and Safety: ISO 45003 a global-standard framework outlining how to manage and protect MH at Work.

Workers in America MH &WB Survey 2023

2,515 employed adults, April 17-27 2023

- **First ever** Surgeon-General's Framework for Workplace Mental Health and Wellbeing
- Workers said it is important to work for an organisation that values their psychological wellbeing, supports their mental health, respects them and respects the boundaries between work and non-work time. **BUT**
- 77% of workers reported work-related stress; 31% emotional exhaustion; 26% poor motivation; 20% lower productivity; and 18% feeling of being ineffective.
- Only 29% reported a culture where managers encourage employees to take care of their mental health.

Working Minds Campaign UK

Health and Safety Executive (HSE), Nov 2021

- Work-related stress and poor mental health risk becoming a health and safety crisis for UK workplaces.
- Last year more than 17 million working days were lost due to stress, anxiety, or depression. MH of 40% of employees worsened in the pandemic.
- The campaign aims to help businesses recognise the signs of work-related stress, & make tackling issues routine.
- **HSE calls for culture change** across UK workplaces, to treat psychological risks as well as physical ones.
- Employers should assess all workplace risks, not just physical safety, promoting an open environment.

HSE Strategy 2022-32



Protecting people and places
HSE strategy 2022 to 2032



“ Reduce work-related ill health, with a specific focus on mental health and stress.”

Great Britain has one of the lowest rates across Europe of fatal and non-fatal work-related **injury.**” However

“ This isn’t the same for work-related **ill health**, as current trends show this is increasing. The most commonly reported causes in Great Britain are now stress, depression, or anxiety.

We will work to reduce this trend. Using our collective resource to focus on this problem, we will deliver interventions that make a real difference. To have a greater impact on workers’ health, society and economy, wider industry and business will need to help too.”

Aviva Working Lives Report UK 2023:

Financial Wellbeing, survey 1,001 employees

- 72% of employees (78% of F, 65%M) said the cost-of-living crisis has made them more anxious about their finances.
- To cope, 46% of employees talk to friends or family; **28%** try not to think about it; 17% talk to colleagues or manager; 14% would talk to a financial adviser; and **12%** have no coping mechanism.
- **Employers should** create psychological safety net; signpost employees to credible advice; make it personal and practical; offer tailored tools, and speak plainly - **BUT**
- 34% of employers do not actively encourage employees to talk to managers about financial concerns.

NB Good 2023 report on financial WB by Manchester University.

H&WB. Hybrid Working. How much?



After COVID workers want more flexibility from their employers. June 2021

Ipsos with World Economic Forum, 12,500 employed adults, 29 countries, on-line.

- **23%** report working from **home more often** than before COVID.
- The proportion, of those surveyed, working more from home is above a third in Peru, Singapore, India and Argentina.
- On average globally, two-thirds say that:
 - when COVID restrictions are lifted employers should be more flexible on requiring employees to go to an office (66%);
 - they are more productive with such flexibility (65%).

These views are more prevalent among the better-educated, women, younger adults, and parents of young children.

- However, about one-third say that:
 - their home is a difficult place to be productive (38%);
 - they feel disengaged when working from home (37%);
 - they then feel more burned out by work (33%);parents of young children being more likely to feel this way.

Aviva Working Lives Report 2023: *Fit for Future* UK

Survey: 1001 employees aged 16+, 203 employers 18+, 2023

Employees, on working from home:

Significantly fewer than last year say it makes them feel happier (44% in 2023, vs 57% in 2022)

- 41% said it helps them manage their family and other responsibilities outside work;
- 33% believe it raises productivity;
- 21% felt it increases loyalty to firm;
- 13% said it increases conflict between employees.

Employers:

Generally (67%) agree that working from home makes employees happier BUT

face-to-face time builds engagement creates belonging, supports company culture, and aids training.

- 59% think it increases staff loyalty
- 35% think it increases conflict between employees
- 44% say it ups staffing problems.

The Economist : Aggregated Data

The Economist

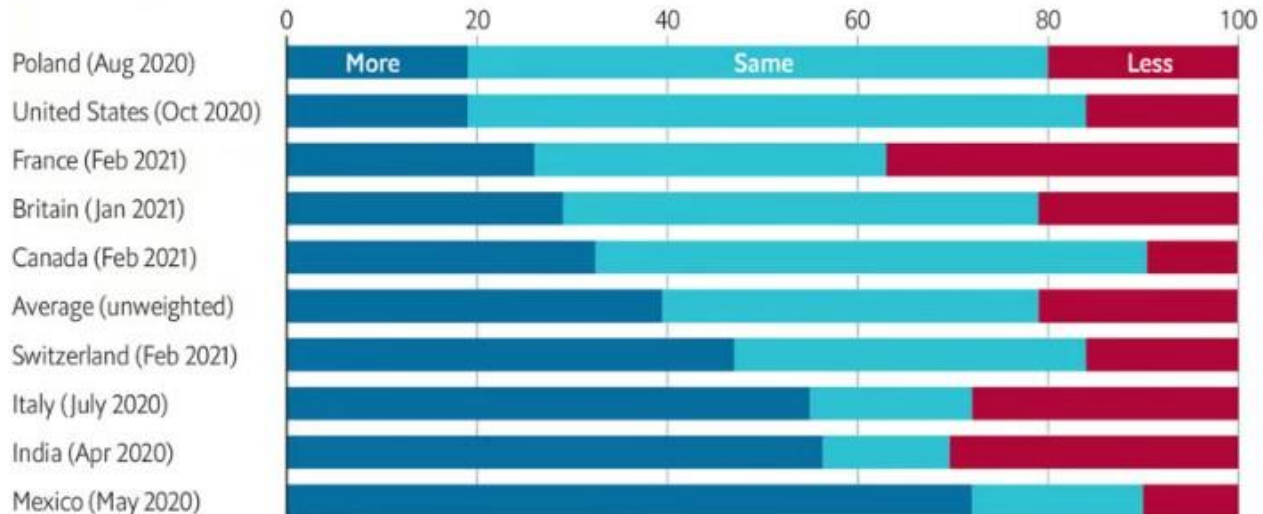
Will workers return to the office?

Employees say they work more productively at home, but that might be wishful thinking

Tumble out of bed and stumble to the kitchen

"Does working from home allow you to be more or less productive?"

% of workers responding



Source: *The Economist* aggregation of nationally representative employee surveys

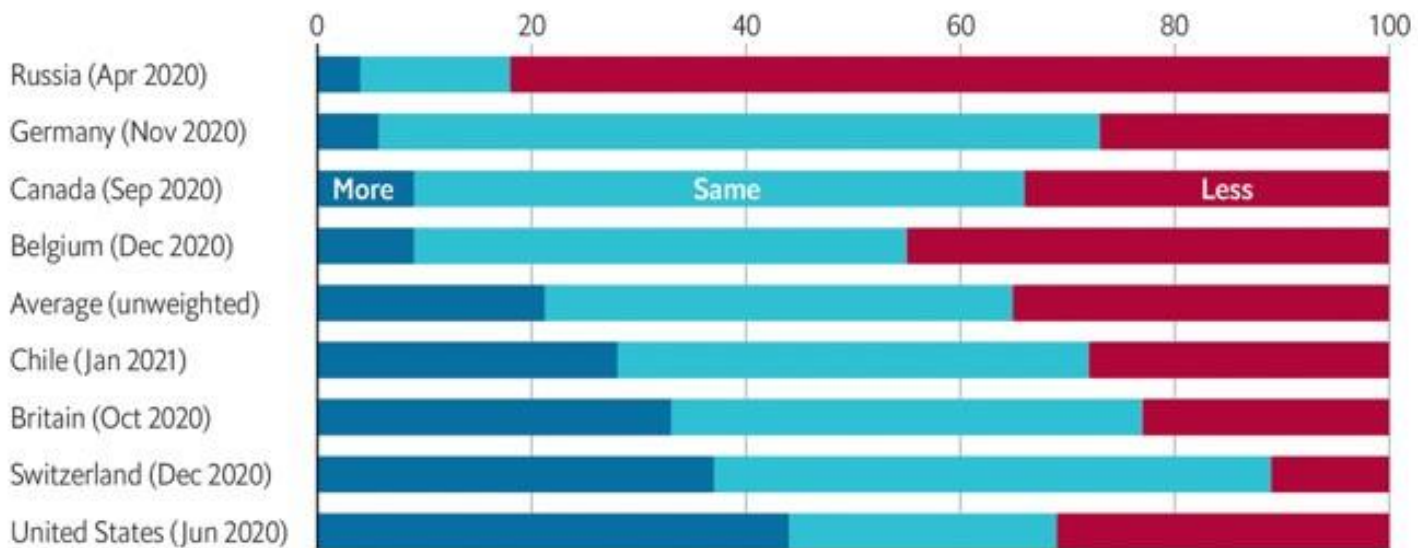
The Economist : Aggregated Data

The Economist

Pour yourself a cup of ambition

"Does remote work result in more or less productivity among your employees?"

% of managers responding



Source: *The Economist* aggregation of employer surveys

The Economist

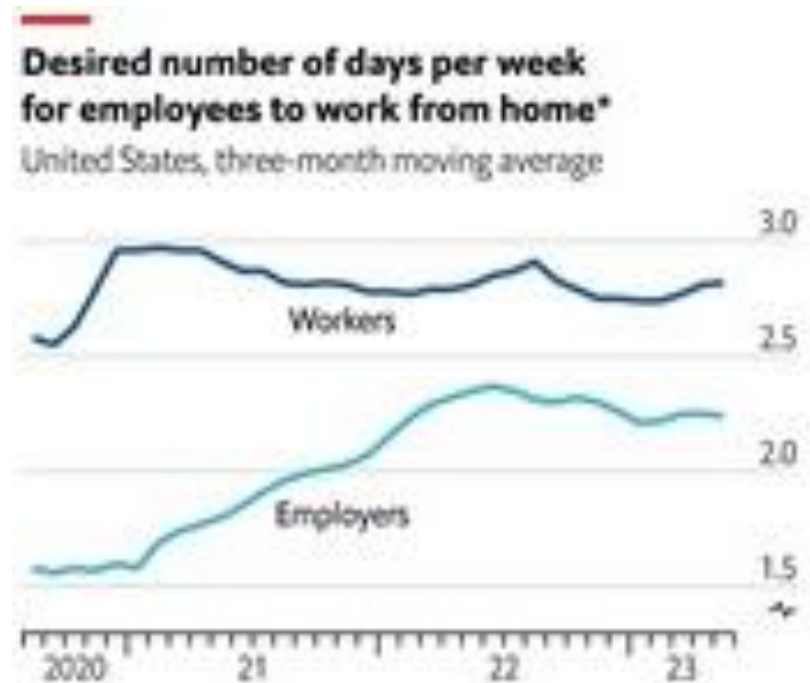
The tug of war

The
Economist

Marked difference in attitude to work from home arrangements between employers and employees

Employers seem to be getting less flexible. They grew more tolerant of work-from-home arrangements from early in the Covid-19 pandemic up until mid-2022, but have since been tilting back to the office.

Employees have developed a taste for remote work, and are disinclined to give it up.



*Jobs that can be done from home

Source: "Why working from home will stick", by Jose Maria Barrero, Nicholas Bloom and Steven J. Davis, NBER, 2021

The Economist

Trend: OH to the forefront

- The pandemic/post-pandemic period showed the need for, and value of, **quality Occupational Health services worldwide**.
- For the future, we require better understanding of, and commitment to, the need for Occupational Health input to strategic decision-making, both nationally and locally. Nations vary in this.
- The voice of OH should be heard at the boardroom table, to bring great depth and breadth of knowledge to support a healthy, engaged, high-performing workforce.
- SMEs (Small and Medium Enterprises) need much better access to OH.

Trend: Investment in Digital Structure

Ipsos Mori, 2021 Survey of Captains of Industry.

- 69% of respondents had already invested in machine learning and AI technologies, and 51% in the Internet of Things.
- 83% think digital infrastructure (e.g. high-speed broadband) should be priority investment for UK.
- Cyber security is reportedly an important challenge.

FT Feb 2023, *Future of work* :

Growing concern that we do not have a workforce savvy-enough digitally. Learning/development opportunities are crucial.

Donkin did not predict this!

Economic Inactivity: Factors

- Big increase in **economic inactivity by UK adults**
 - concentrated in younger and older workers
- **Unlike in other developed countries**, economic inactivity kept rising - suggesting a UK-specific factor
- Driven largely by increased long-term sickness
 - from even before the pandemic
- Cannot all be explained by long-covid
 - that figure is about 100k, out of 500k more inactive
- Neither can it all be explained by caring or 'retirement'
- Home-working will not close the participation gap.
 - Long-term sickness is concentrated in low-paid 'on-site' jobs.

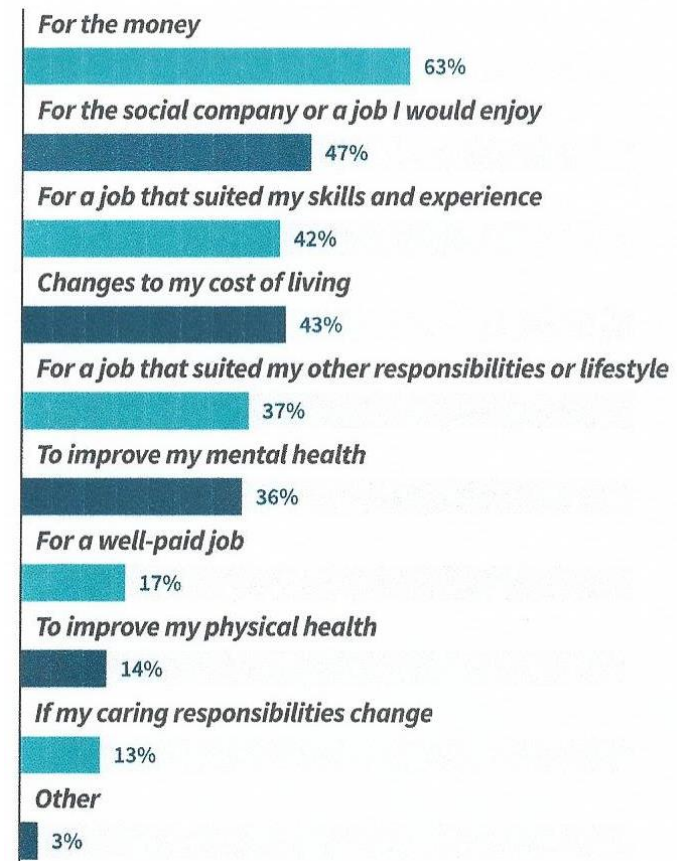
Aviva Working Lives Report UK 2023: *Fit for Future: Older workers*

Workplaces as a force for good : retaining workers over 50

ONS has found that over 50s with a physical or mental health condition, who would consider returning to [and no doubt staying in] work would do so for the money (67%) and secondly for the social company or a job they would enjoy (46%).

Older workers value the social company and enjoyment of a job, rather than fulfilling career aspirations.

ONS Data: Reasons for considering returning to paid work or self-employment (adults aged 50 to 65)



McKinsey: *Secrets to Great Health* That

- “ **Every business** realises that it is in the business of health: most (if not all) of the products and services they offer do (or could) affect one of the 23 modifiable drivers of health. They recognise that helping people optimise their health could be an attractive economic activity and affect society positively.”
- “ **Every employer** recognises the profound impact that an employee’s experience has on their health. The extent to which an employee finds meaning in their work, their physical experience, their interpersonal interactions, the way in which they are developed (or not), the degree and stability of benefits, and an employer’s policies, materially affect modifiable drivers of health.”
- “ **Employers realise** that adapting to improve the health of their employees is both just and economically attractive.”

Aviva Working Lives Report 2023: *Fit for Future*

Workplaces as a force for good : climate action and ESG

- 72% of UK businesses know they need to get climate-ready; only one in three have plans to do this.
- 80% of employers have made some improvements to their workplaces, e.g. turning off IT kit not in use; reduced heating and air-conditioning; adjusted lighting.
- 74% of employees think it important to have climate-friendly workplace policies, younger workers even more so.
- 84% of employers, and 89% of employees, think that a workplace pension fund should be invested responsibly, incorporating ESG considerations.

The essential ingredient



“ People not assets make organisations thrive. ”



Ane Uggla

Swedish-Danish business woman

Chair, A.P.Moller Foundation

**Leaders and managers: do listen
and look after your people !**