

A person wearing a blue checkered shirt and a black watch is holding a silver laptop. They are standing next to a bicycle handlebar. The background is a blurred outdoor setting with wooden planks.

KEY PREDICTORS TO WELLBEING AND PERFORMANCE

Workplace Trends Spring Summit
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Why focus on Employee Wellbeing?

- Increasing **evidence** links good employee health and happiness with increased **job satisfaction, engagement and productivity**
- Seen as a key step in creating a **high performance culture**
- Mental health problems will affect **1 in 4 people** at some time in their life (*World Health Organisation*)
- By 2030 it is predicted that **more people will be affected by depression than any other health problem**

Wellbeing in the Workplace: A Global Issue

work related stress is the **second most common health problem** in Europe's workplaces

stress is considered the **biggest health risk** for workers in the Middle East



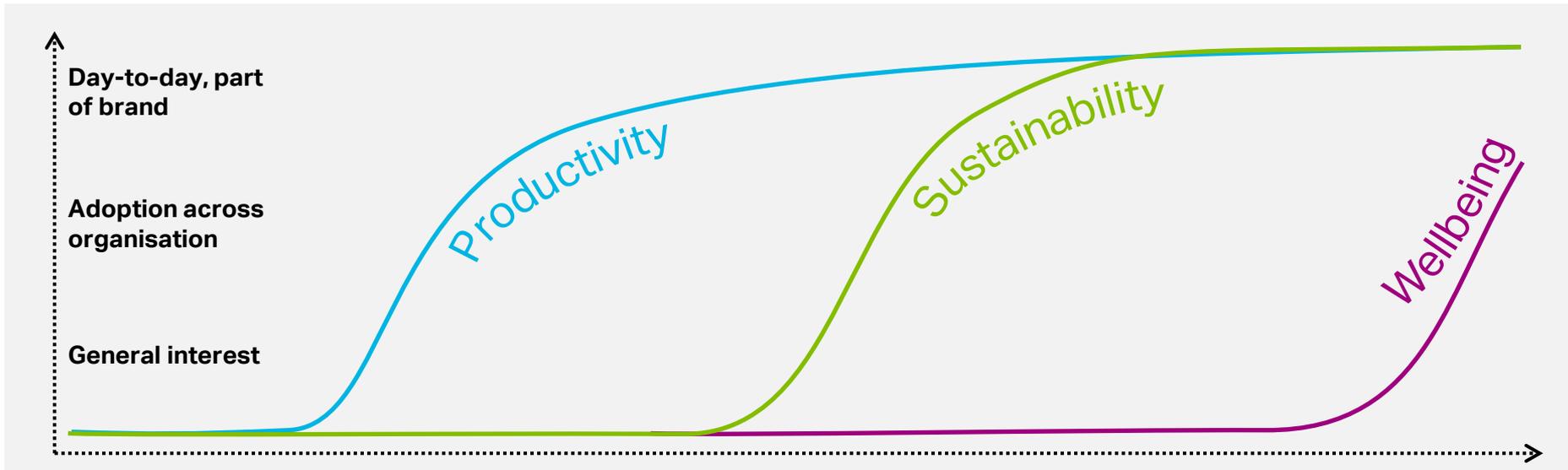
1 in 3 people will experience a mental illness in their lifetime in South Africa

46% of the workforce suffer from some form of stress in India

A study of 2,000 adults found that the average adult will say "I'm fine" 14 times a week, though just 19% really mean it

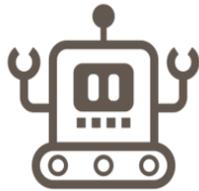
(Mental Health Foundation)

From "Fad", to Trend, to Standards



The Future of Work

Tech



Technology transforms how people work.

Work has become **digitised and mobile, it is a think we do** not a place we go.

Being Human



The **'human touch'** will be highly valued: **empathy**, conceptualising, translating.

Amplification of **socialisation** and **domestication** of the workplace.

Blending work and life, a more **empowered** workforce.

Place

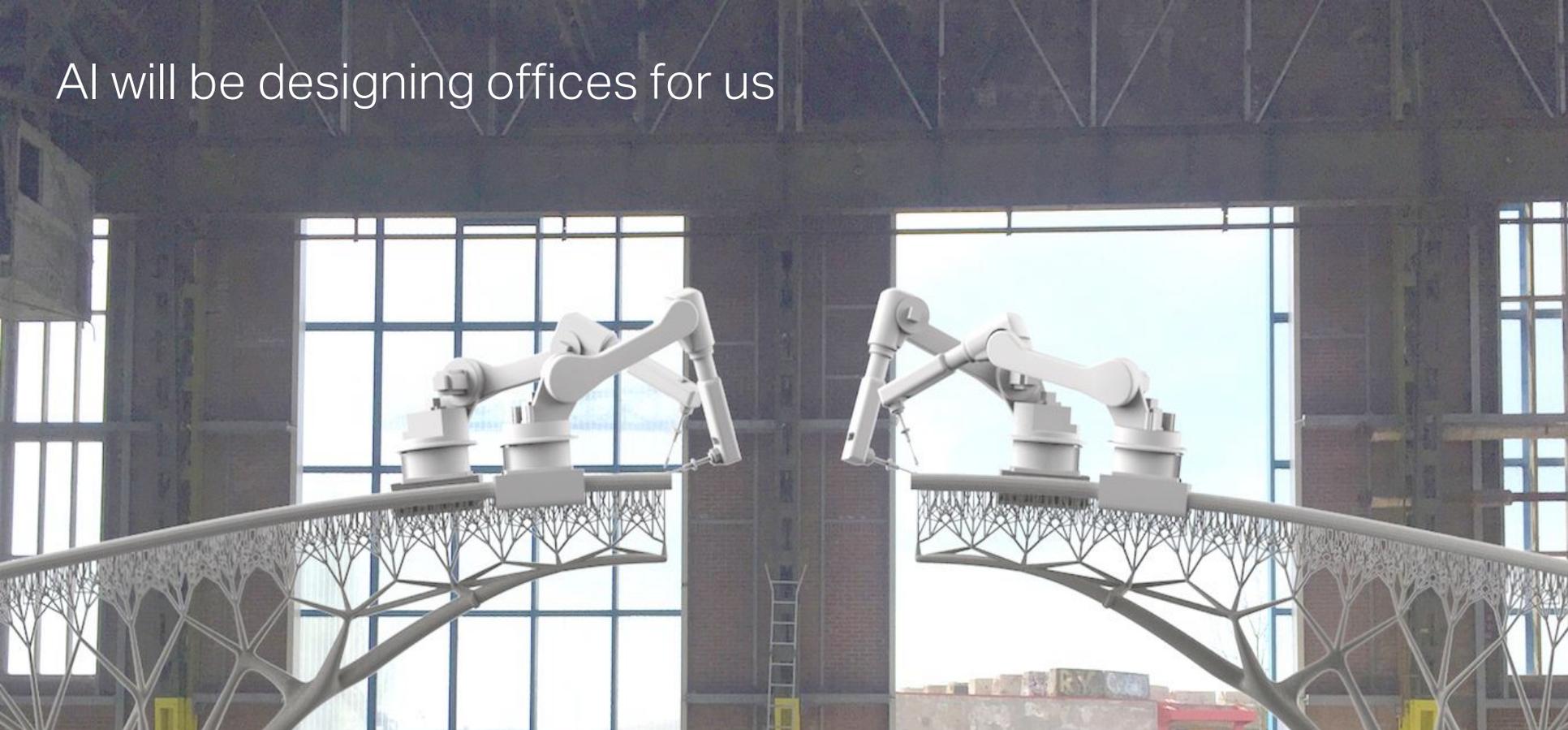


Reimagining what is public, private and shared.

Processes become more **virtual**, place needs to evolve as a **value generator** and **community builder**.

Place is the **largest physical canvas for brand**.

AI will be designing offices for us



3D Printing



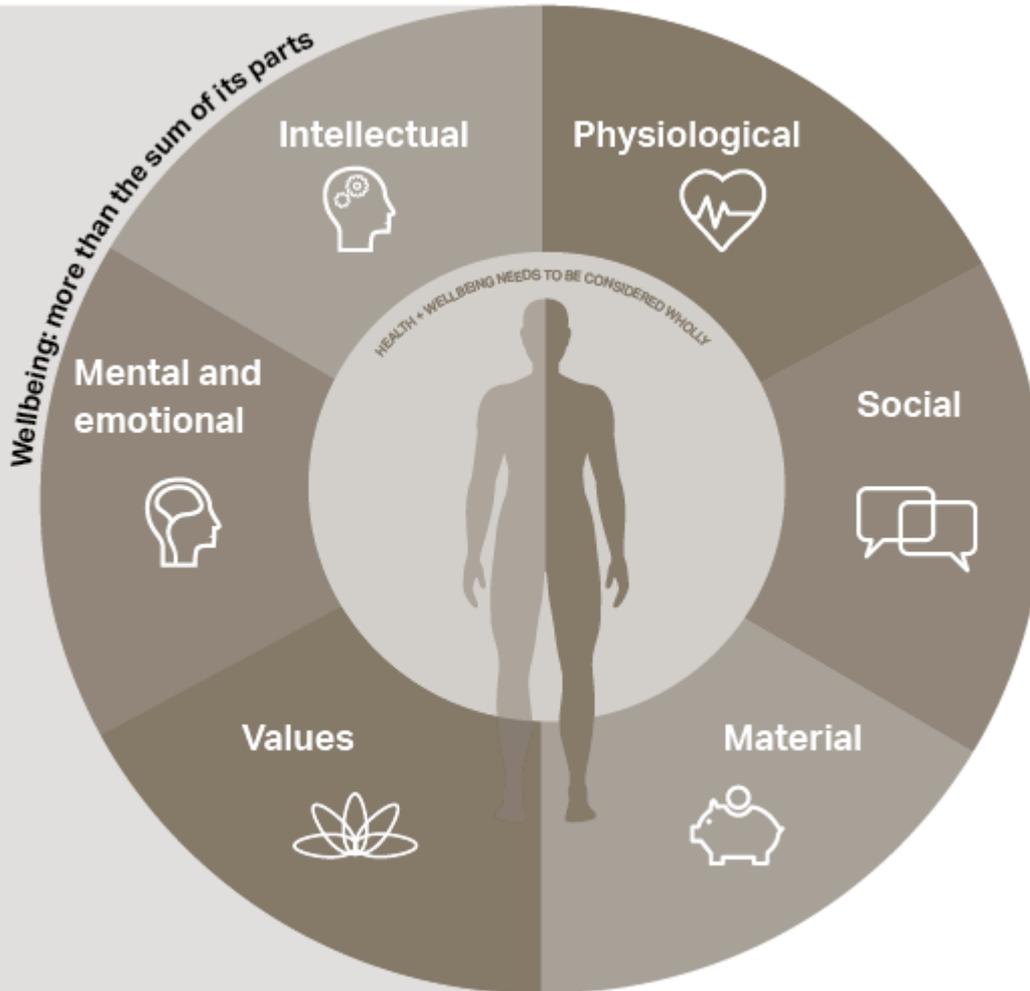
Automation & Big Data

- BIM
- Intelligent buildings
- Sensors to customise & to learn
- Digital twins
- Automation of design production
- Product libraries

The Edge

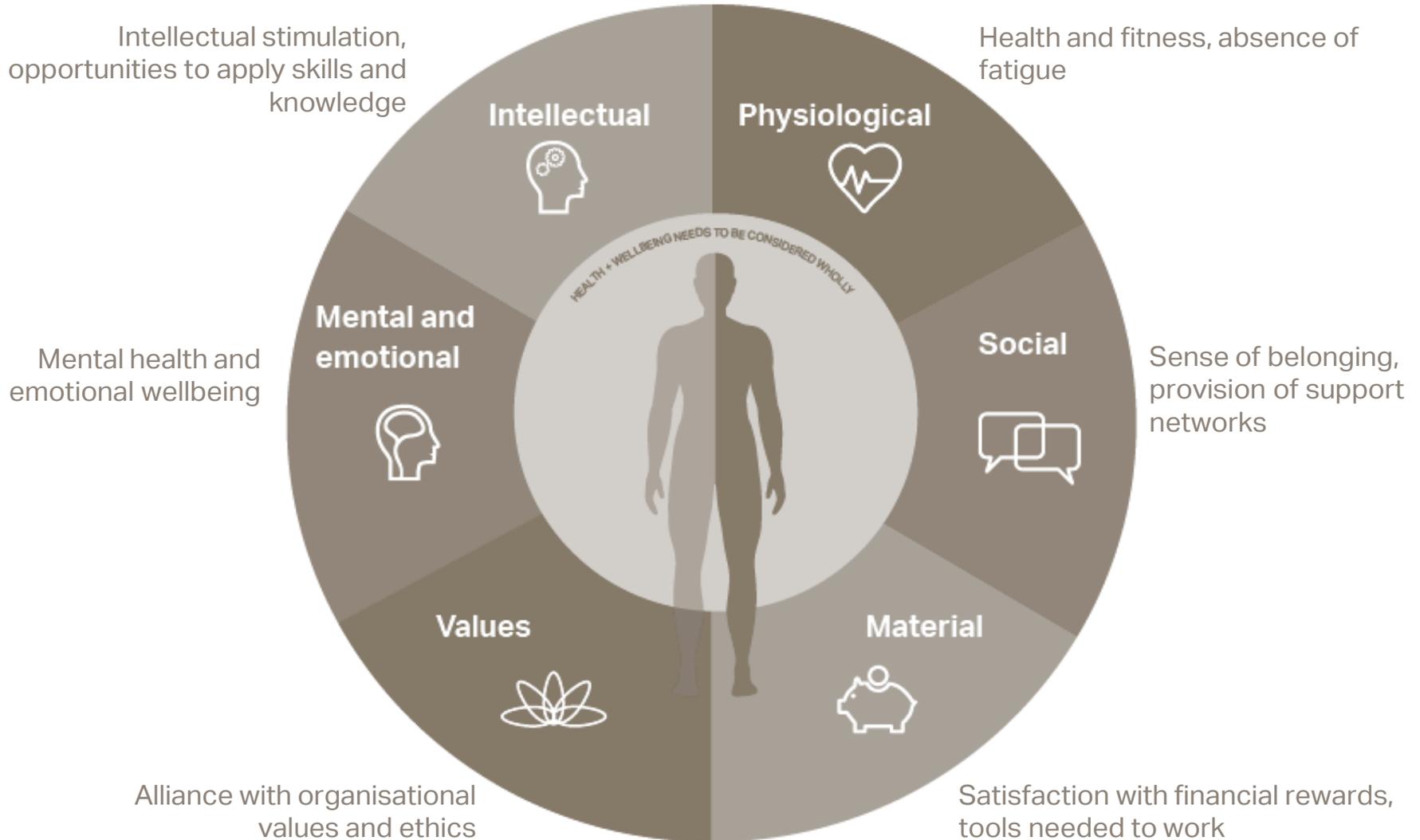


Holistic Approach to Wellbeing



- Strong focus on materiality, built environment & energy use
- Health is often defined as an absence of illness, wellbeing is increasingly thought of as having the **psychological, social** and **physical** resources needed to face challenges
- Wellbeing is also affected by **intellectual, spiritual** and **material** factors
- Holistic approach is needed to create a healthy and resilient organisation.

Holistic Approach to Wellbeing



Study Approach: A Comprehensive Model

In order to understand the impact on **performance, satisfaction and wellbeing (4)**, we need to understand the underlying relationships between:

1. **objective** factors of the physical environment
2. subjective environmental **perception**
3. **job design and culture**

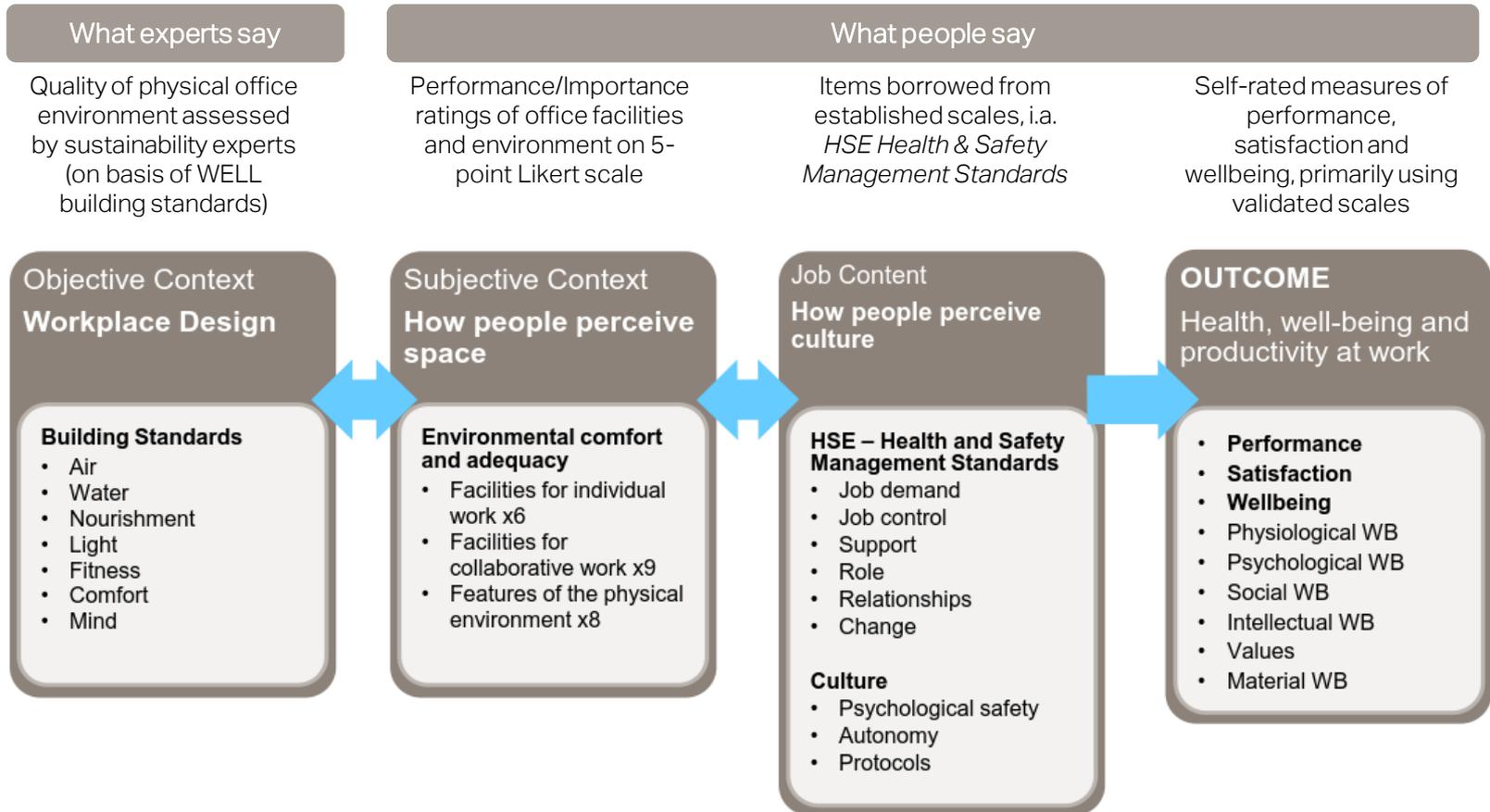


Methods & Approach

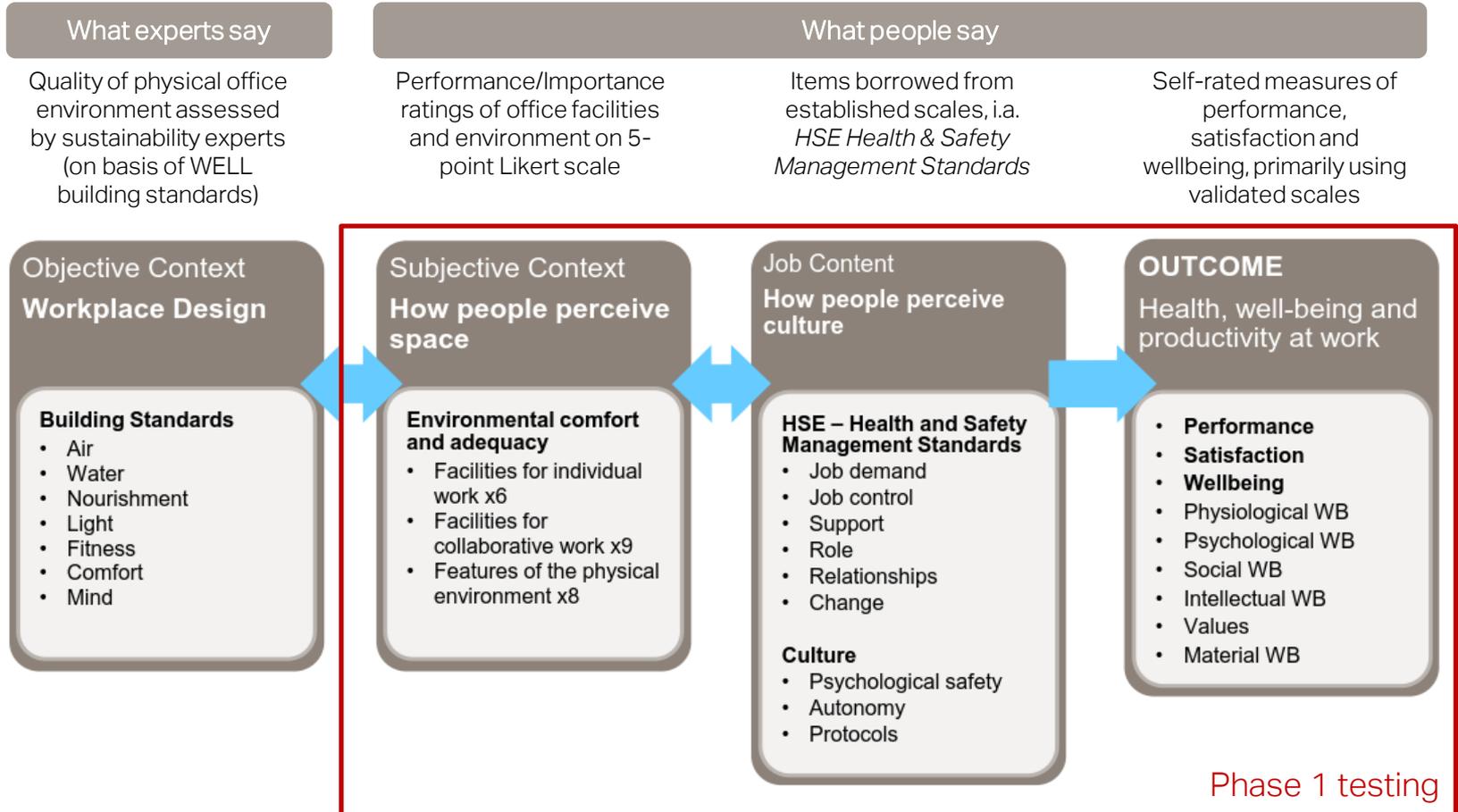
- 3 data waves; 2 samples complete, third pending
- Sample size: $N = 407$ and $N = 221$
- Approx. 2/3 male, 1/3 female
- Utilities/Engineering Sector
- Statistical approach: Hierarchical regression analysis
- Data collection:
 - Online survey
 - Assessment of physical office environment by sustainability experts



Methodology



Methodology



Key Predictors of Wellbeing at a Glance

LIGHTING

PROTOCOLS

MANAGERIAL
SUPPORT

VENTILATION &
AIR QUALITY

LOCATION
AUTONOMY

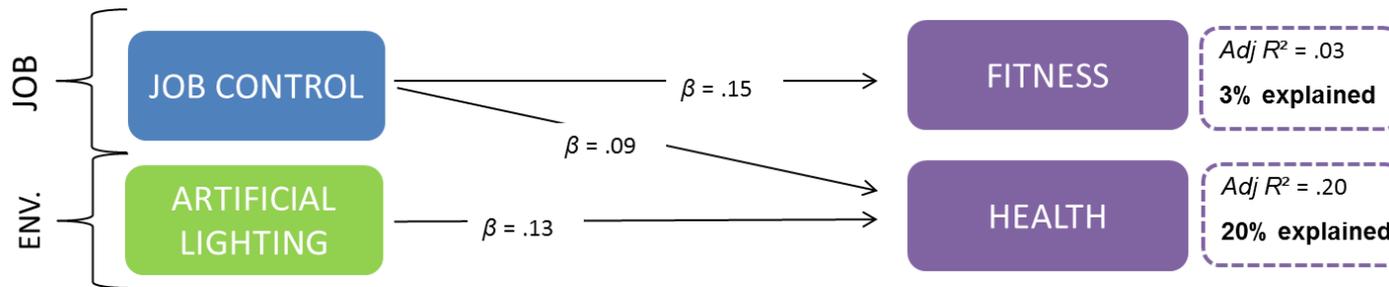
JOB CONTROL

Environment

Culture

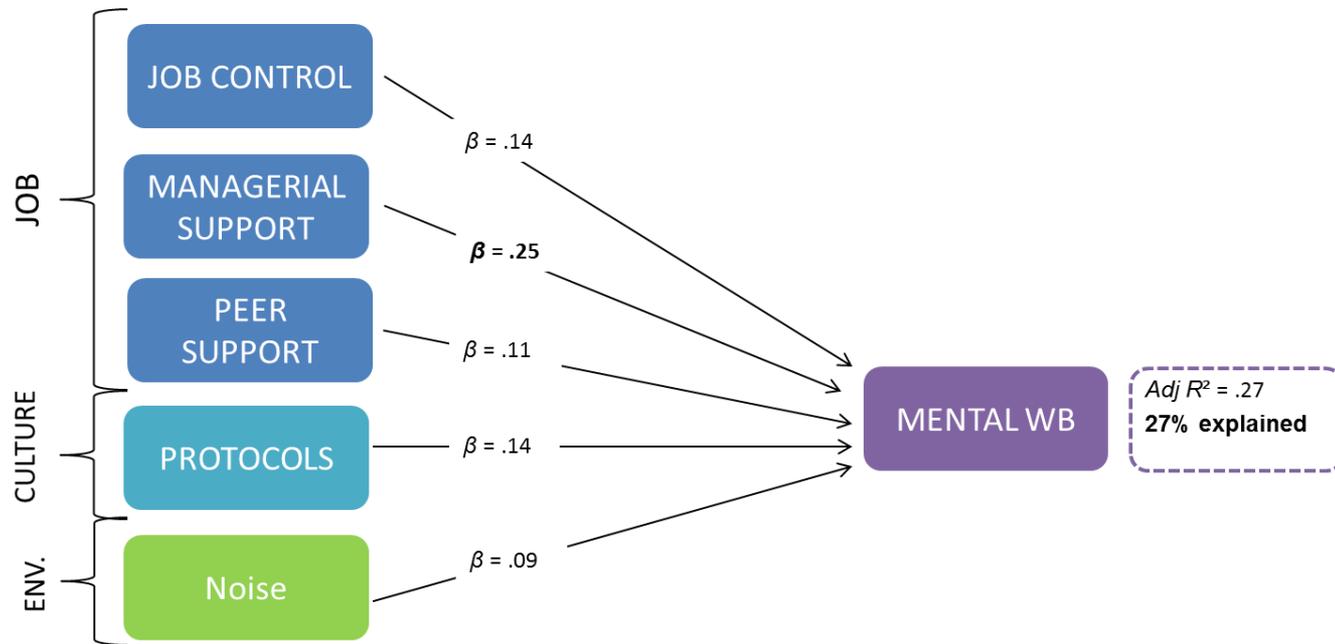
Job Design

Physiological Wellbeing



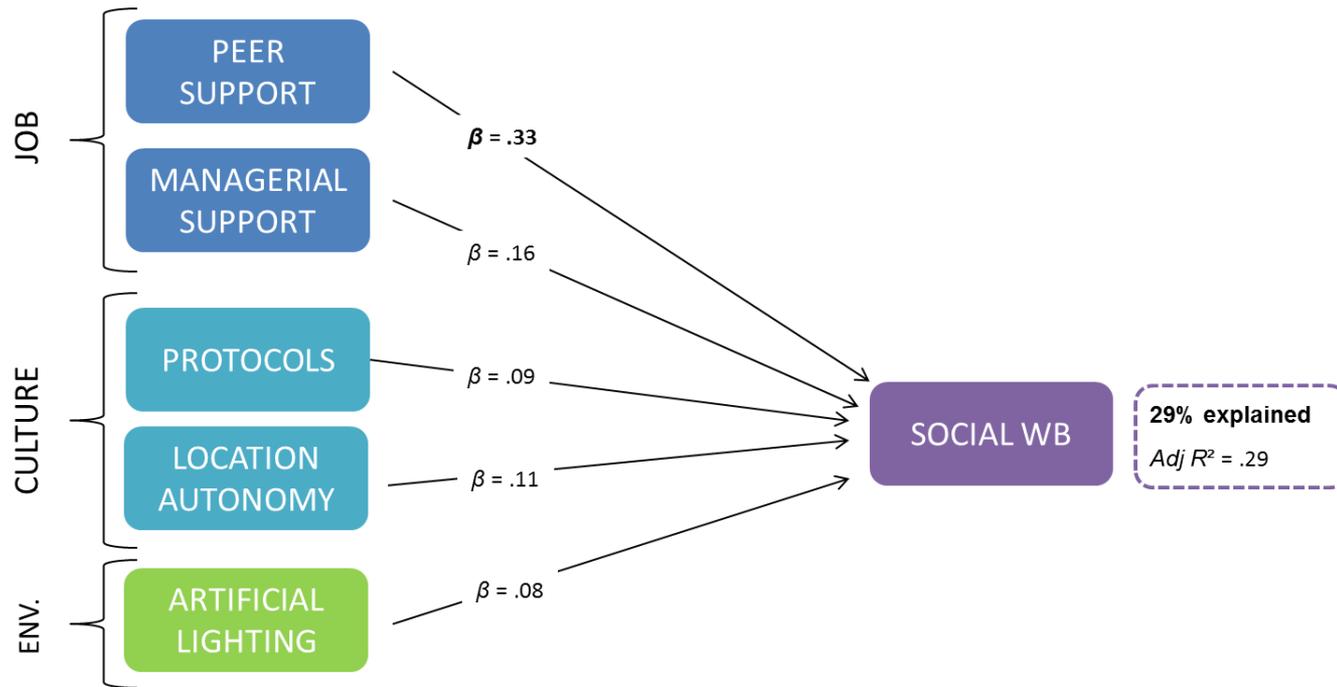
The performance of artificial lighting is the most influential environmental factor in predicting health in the workplace. Self-rated fitness is mostly determined by a sense of autonomy over the job (i.e. flexible worktime, taking breaks, design of work processes).

Mental Wellbeing



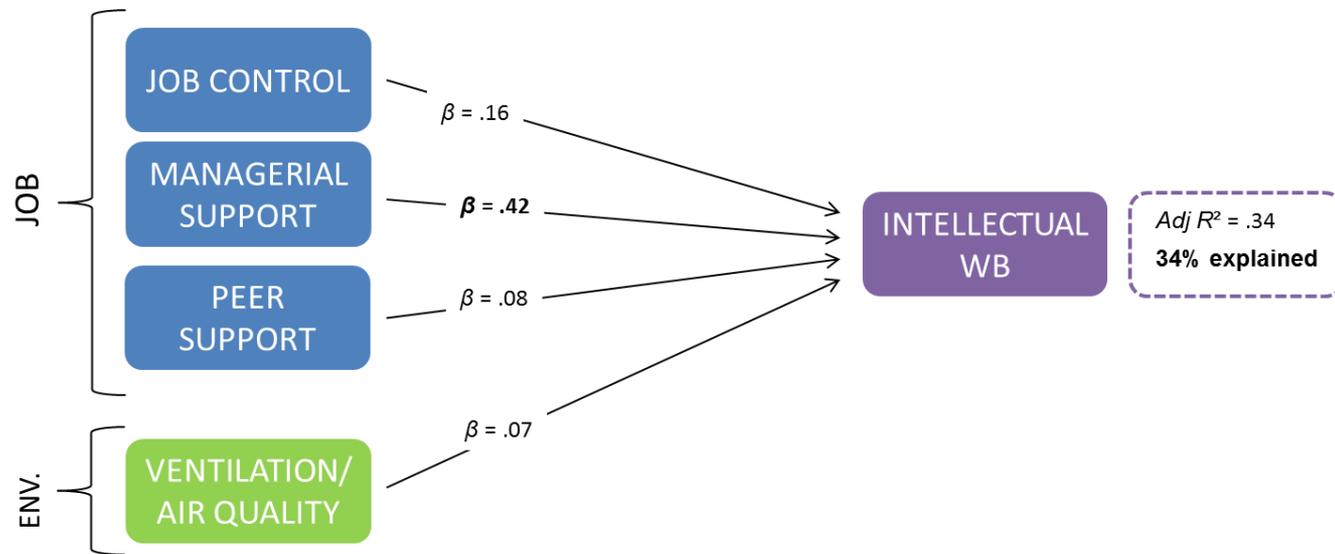
People rate their mental wellbeing at work higher when they feel supported by their managers, have control over their job, and have a culture in which people adhere to protocols about the use of space.

Social Wellbeing

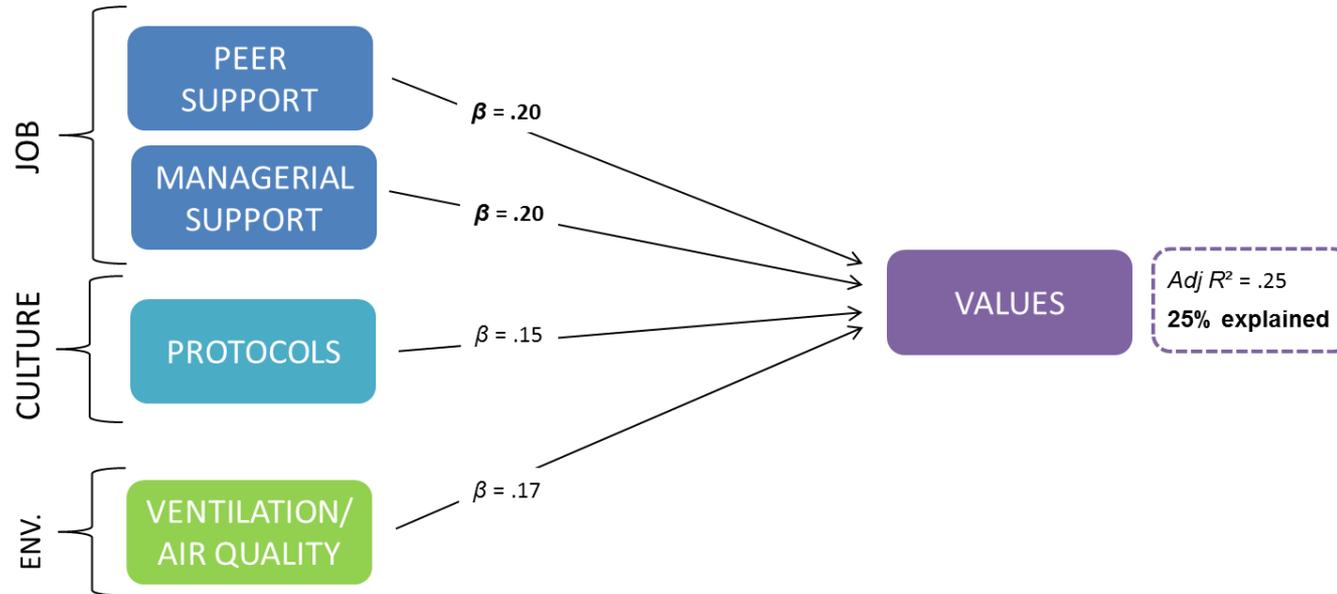


People feel a greater sense of social wellbeing when they experience support by their peers and managers, and feel empowered to choose where to work.

Intellectual Wellbeing

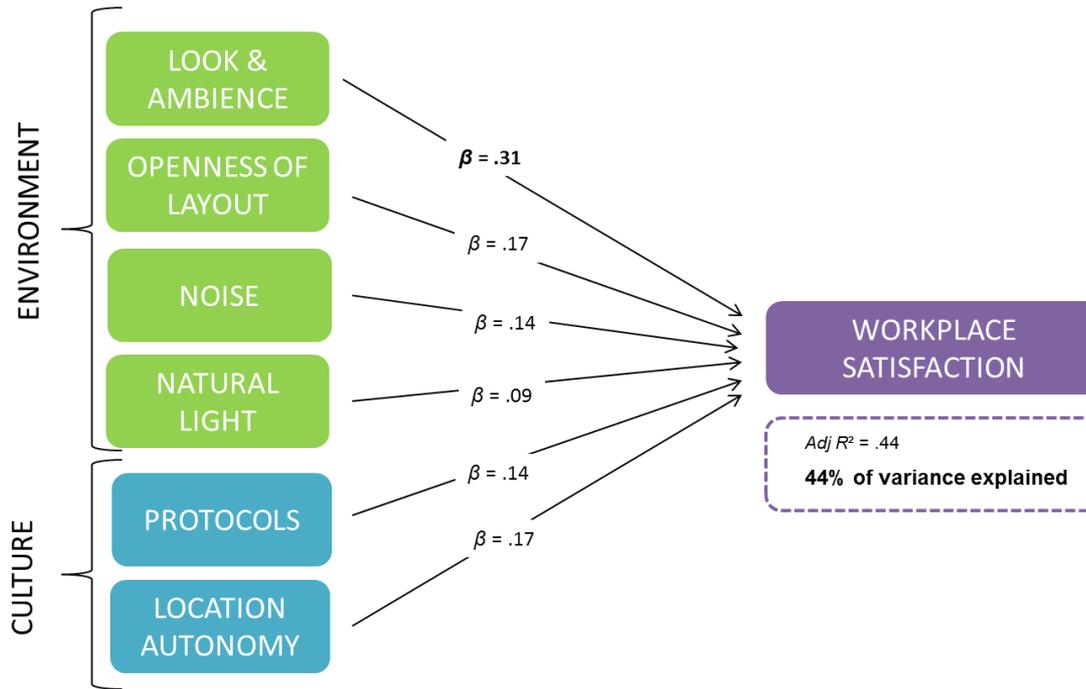


Managerial support is a key indicator for people to feel intellectually well at work. This might be related to the supervisory role of managers to monitor career progression, professional development, and maintaining intellectual stimulation.



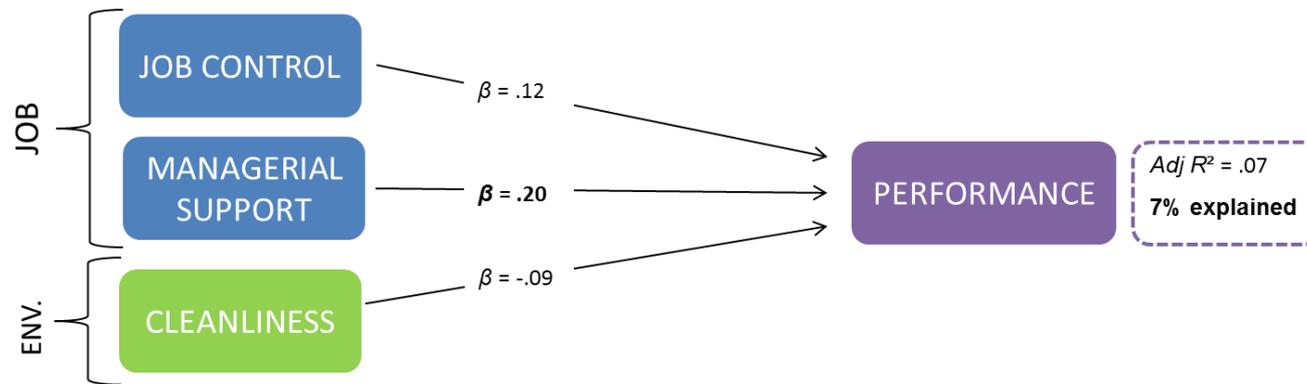
A culture of care as a manifestation of organisational ethics – people feel a greater match between their values and those of the organisation when their peers and managers show genuine support.

Workplace Satisfaction



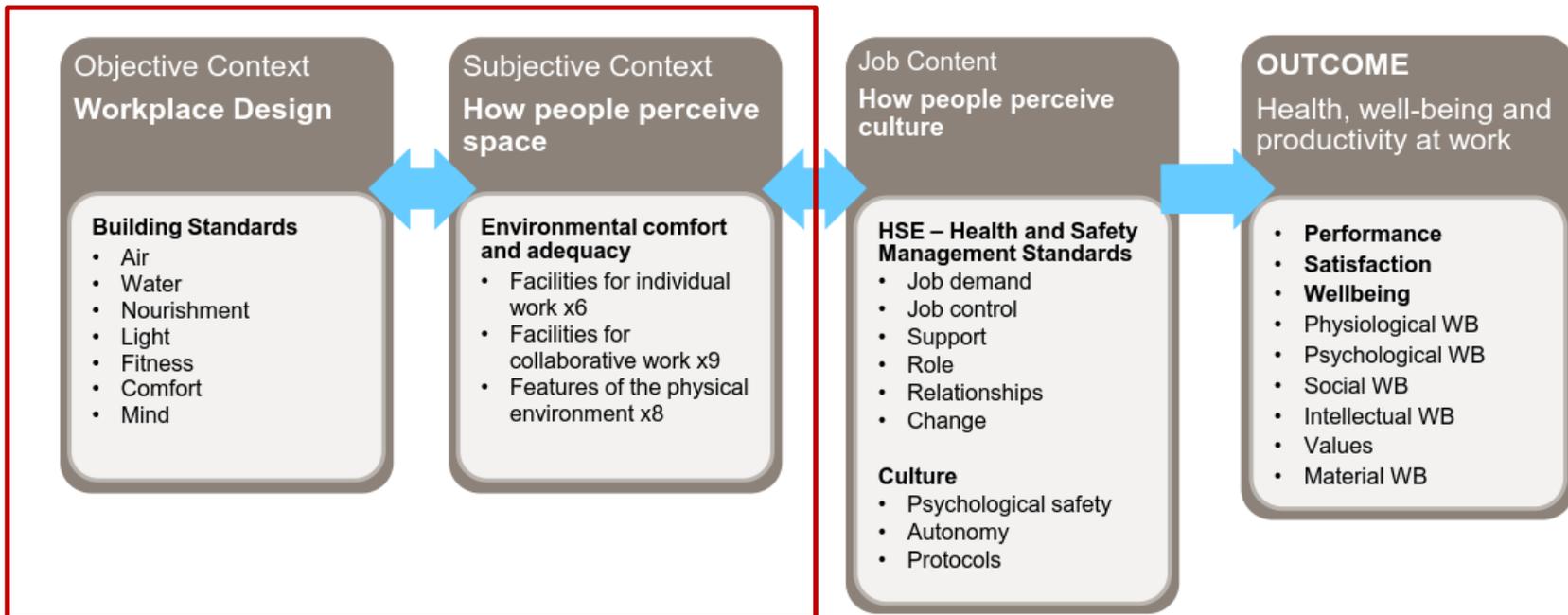
Half of people's workplace satisfaction is predicted by the environmental and cultural factors in this model. The look and feel of the office is the most important spatial characteristic for workplace satisfaction.

Performance



Managerial support and job control are essential for people to perform well at work, possibly through having the autonomy to set manageable targets and feeling approved of the choices they make about how they go about their work.

Phase 2 Testing

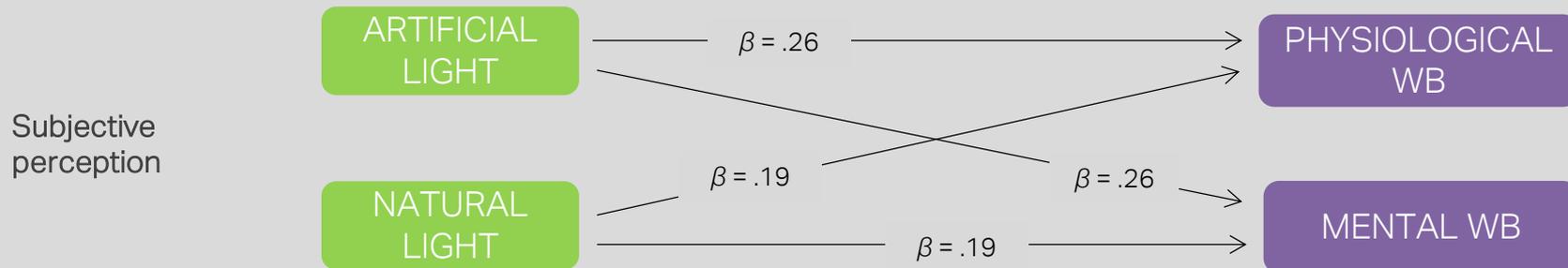
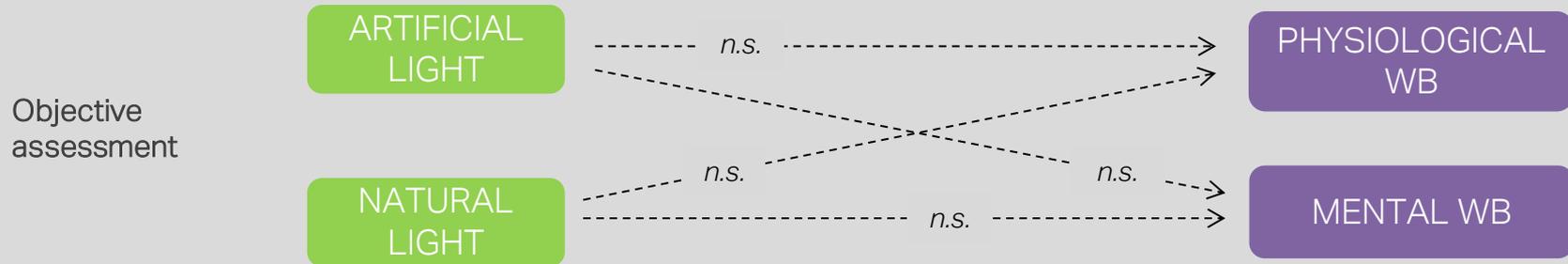


Methodology & Analysis

- $N = 221$
- 2 **sustainability experts** on site to take environmental measures
- Assessment based on **WELL building standards**
- Ratings **specific to office area** e.g. looking at glare, light, ergonomics; overall office rating applied where non-distinguishable (air and water quality, healthy food offering etc.)
- Analysis: **Objective/subjective pairings** (e.g. perception of artificial light vs. lux levels) on outcomes



Objective Assessment vs. Subjective Perception of Space

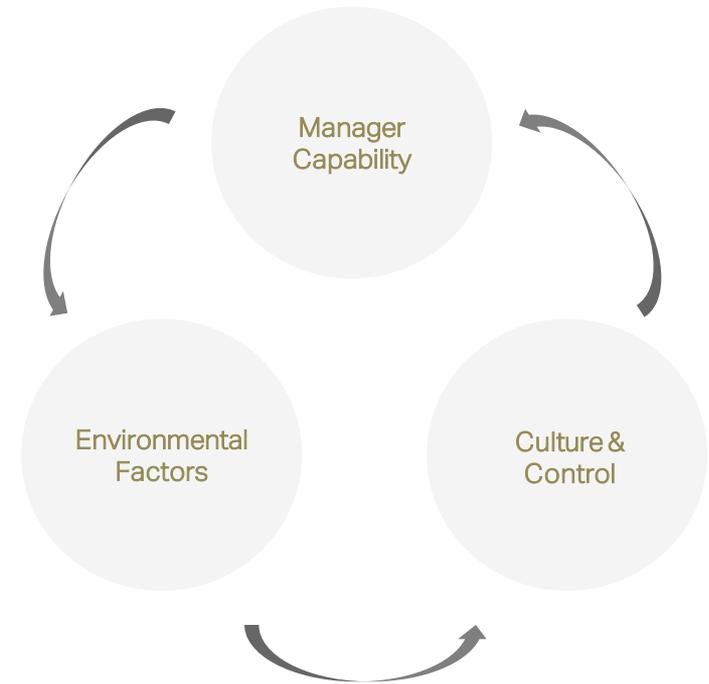


Subjective perception of the physical work environment is a better predictor of wellbeing than quantifiable measures.

n.s. = non-significant relationship

Key Findings & Implications

- **Manager capability** is key – invest in leadership development to foster mental and intellectual wellbeing and high-performing employees
- Managerial support goes hand in hand with employees' **job control** – autonomy over location and work design is key
- **Protocols** have a positive effect on employees' mental and social wellbeing – create a culture that enables this
- An **open** workplace with a **healthy look and feel** is a key ingredient for employee satisfaction levels
- **Air quality and ventilation** are necessary hygiene factors for wellbeing in the workplace
- What people think beats objective analysis – focus on increasing **environmental control and staff engagement** to support wellbeing



Next Steps for Our Research

- Analysis of 3rd sample and **cross-validation** with current findings
- Analysis of **workplace facilities** (spaces for individual/ collaborative work) in relation to wellbeing and performance
- First findings indicate that:
 - facilities to socialize predict individual performance
 - good office technology supports intellectual wellbeing
- **Extension of expert assessment** to allow more refined analyses
- **Mediation / moderation** analyses
- Possible physical **health assessments** to complement objective measures of space



Predictions

- Companies will support the **'whole person'**
- Real Estate will become part of an **Employee Experience Centre (HR, IT, FM, RE)** making wellbeing a **top business priority**
- **Change Management** will increasingly be focused on maintaining and **enhancing employees' wellbeing** throughout the change journey
- **Line management** will become a profession
- Facilities management will transform into a **data science** role
- **Place** will be actively used to drive culture and engagement in a virtual world



Thank you!

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