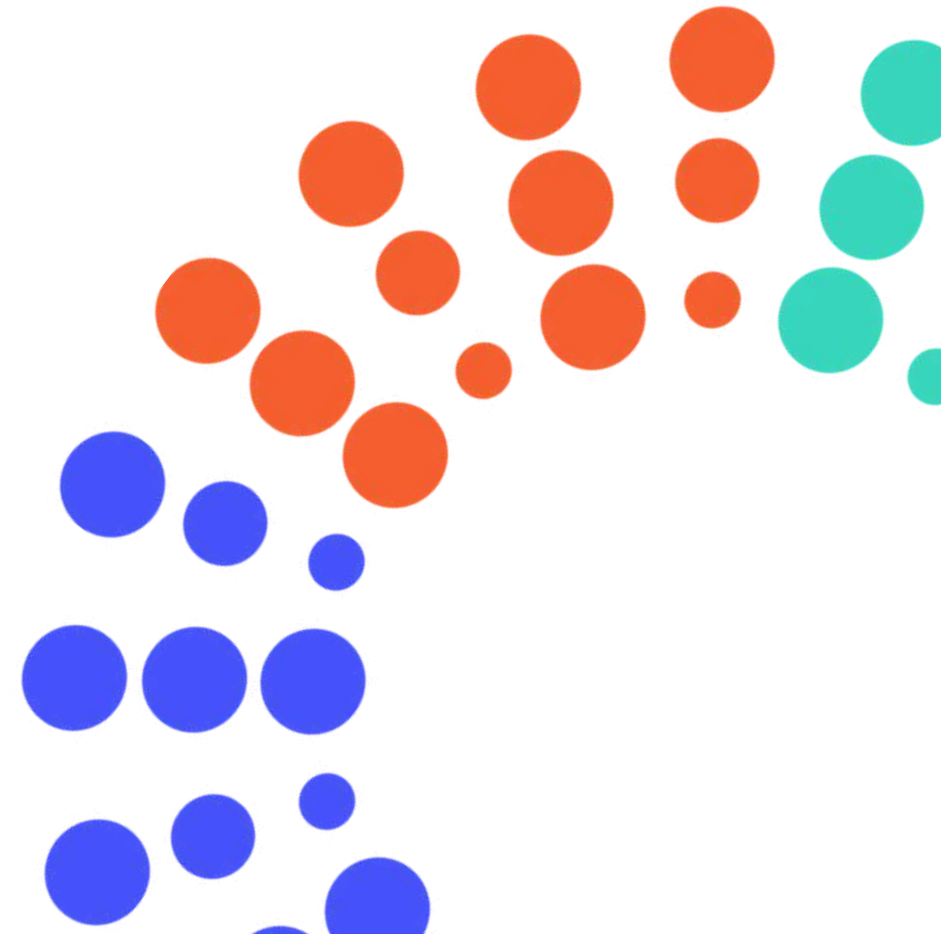




# The Wellbeing and Resilience Report 2023

Using data from the Wraw psychometric

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# Welcome

Now in its third year, the Wellbeing and Resilience Report presents unique data from nearly 5,000 individuals working globally. It delves into the mindset and behaviours adopted by working people as they navigate the challenges of an uncertain organisational landscape.

Since the pandemic, employers have made strides in providing resources and tools to build resilience and support employee wellbeing. However, there is growing concern that current approaches are not yielding significant outcomes. An alarming 50% of managers are at risk of burnout.

Leveraging high-quality data to identify risks and prioritise development areas is critical in allocating budgets and providing targeted support to a diverse audience with varying needs.

The findings unveiled in this report offer valuable insight into the state of the global workforce. I hope that you will find them both insightful and helpful.

Sam Fuller, CEO  
The Wellbeing Project

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# Executive Summary

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The Wellbeing and Resilience Report 2023 offers rich insight into workplace trends globally, with data collected from nearly 5,000 individuals between April 2022 and March 2023. It provides unique perspectives on how people have been coping as we emerge from a global pandemic, grapple with the cost-of-living crisis and manage the uncertainty of geopolitical unrest.

The data was gathered using the Wraw psychometric assessment. Wraw enables us to explore the physical, psychological and social resilience of different demographics.

These insights contribute to the growing body of evidence highlighting the important role that organisations have in proactively supporting the resilience and wellbeing of their employees. This is crucial if we want to create workplaces where individuals can feel and perform at their best.

# Key Findings

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## LEADERSHIP AND MANAGEMENT

- Directors and Executives rate themselves highest on all aspects of psychological and social resilience. They score over 20% higher on their inner drive and tendency to think flexibly compared to non-managers.
- Line Manager support is essential. 14% of an individual's wellbeing can be accounted for by the extent to which their Line Manager supports and role models good practice around resilience and wellbeing.

## GENDER AND AGE

- Males report feeling more resilient than females, with scores that are 7% higher.
- Young females aged 18-25 report the lowest levels of resilience to stress and pressure. On average, their wellbeing is nearly 10% lower than the general working population.
- Young males aged 18-25 are the least likely to build strong relationships and access support.
- People aged 46-55 report the highest levels of resilience and have the highest physical activity levels.

## WORK ENVIRONMENT

- Home-based workers report feeling the most resilient. They have more energy on average, with healthier habits around sleep, nutrition and boundaries.
- Hybrid workers have the strongest relationships compared to those working in other environments. They are more likely to build trust and ask for support.

# Key Findings

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## INDUSTRY AND DEPARTMENT

- Those working in Science & Pharmaceuticals have the highest levels of resilience and wellbeing of all industries.
- People working in Law have the lowest resilience followed by Health & Social Care, Media & Publishing and Retail.
- From a department perspective, individuals in Marketing & Sales, HR and Strategy report the highest levels of resilience.

## OTHER RESEARCH FINDINGS

- Having a sense of personal control has the biggest impact on wellbeing.
- Having an open and optimistic mindset is one of the least developed areas of resilience across many demographics.
- A high volume of work is the most frequently cited pressure point negatively impacting employee resilience and wellbeing.



## Expert Insight



One of the biggest shifts that we're noticing is the aim to embed wellbeing right from the top of the organisation ([CIPD Wellbeing at work conference](#)). 68% of leaders are ranking mental health and well-being as the top priority for 2023 ([Forbes](#)). Leaders are beginning to understand the real-life impact of modelling good wellbeing behaviour ([MIT Sloan, 2021](#)). When this is absent, attempts to rollout wellbeing programmes tend to have limited impact.

Niamh Gaffney  
Organisational Psychologist & Coach  
KINCH LYONS



# 42%

Resilient employees were 42% less likely to want to leave their current employer.

([Aon 2022-23 Global Wellbeing Survey Report](#)).

# Measuring Resilience and Wellbeing

The findings of this report are drawn from 4,985 completions of the Wraw psychometric assessment tool. Wraw measures workplace resilience and wellbeing across a validated and evidence-based model: The 5 Pillars of Resilience.

The 5 Pillars of Resilience provides a holistic overview of the physical, psychological and social factors that impact wellbeing.

**Energy:** Sustaining and renewing physical energy

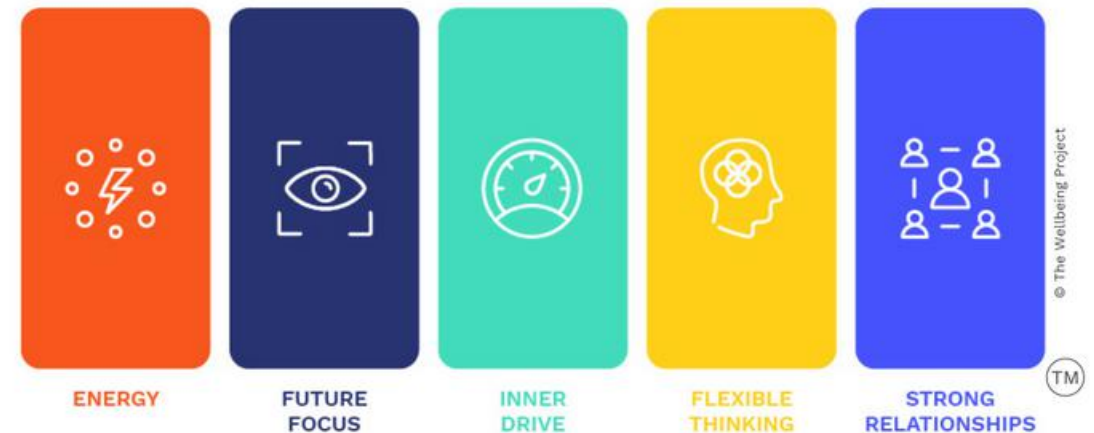
**Future Focus:** Having a clear sense of purpose and personal control

**Inner Drive:** Maintaining self-belief and motivation

**Flexible Thinking:** Having an open and optimistic mindset

**Strong Relationships:** Building trust-based relationships and networks of support

In addition to measuring each of the 5 Pillars, the Wraw psychometric provides an overall measure of an individual's resilience. This is known as the Wraw Index.



## Expert Insight



Many of our people who completed the Wraw assessment talked about how the fast-paced, high-pressure environment of the technology industry can lead to stress and burnout. The insights they gained from Wraw, combined with coaching, enabled them to manage their own levels of stress, and feel in control of their own wellbeing.

Amy Hughes  
People Success Coach  
VERSION 1







## LEADERSHIP AND MANAGEMENT

- Line Managers play a crucial role in determining employee wellbeing.
- The two management behaviours that have the greatest impact on employee wellbeing are showing care and keeping work pressure in check.
- Workload is cited as the most common pressure point causing burnout.

# 14%

14% of an individual's wellbeing can be accounted for by the extent to which their manager supports and role models good practice around resilience and wellbeing.

# Leadership and

## Management

---

### **Line Manager support is crucial for reducing the negative effects of pressure on employees.**

14% of an individual's wellbeing can be accounted for by the extent to which their manager supports and role models healthy behaviours around resilience and wellbeing at work.

The results revealed two management behaviours that have the biggest impact on employee wellbeing. The first is their manager showing they care about their wellbeing. The second is seeking to keep pressures in check.

Giving people constructive feedback and role modelling a healthy work-life balance were also significantly associated with higher levels of employee wellbeing.

All these behaviours are key to cultivating psychological safety in teams. According to the [City Mental Health Alliance](#), eight in ten young professionals said that having an approachable and supportive Line Manager has had a positive effect on their mental health.

# 1.5x

Employees who agree strongly that their organisation cares about their wellbeing are 1.5x more likely to stay with that employer.

[\(Aon 2022-2023 Global Wellbeing Survey Report\)](#)

# Pressure Points

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When asked about the pressure points that most impact resilience and wellbeing, the most frequently cited answer was too high work volume, which accounted for 19% of the responses. Feeling undervalued was the second most popular response, followed by a lack of work-life balance.

While individuals can take steps to boost their physical, psychological and social resilience, organisations have a crucial role in managing the risks of employee burnout. Poorly managed workplace stress, which can result from heavy workloads and unrealistic work expectations, has been observed to be the primary cause of burnout (Bridgeman et al., 2018; World Health Organization, 2019).

## Expert Insight

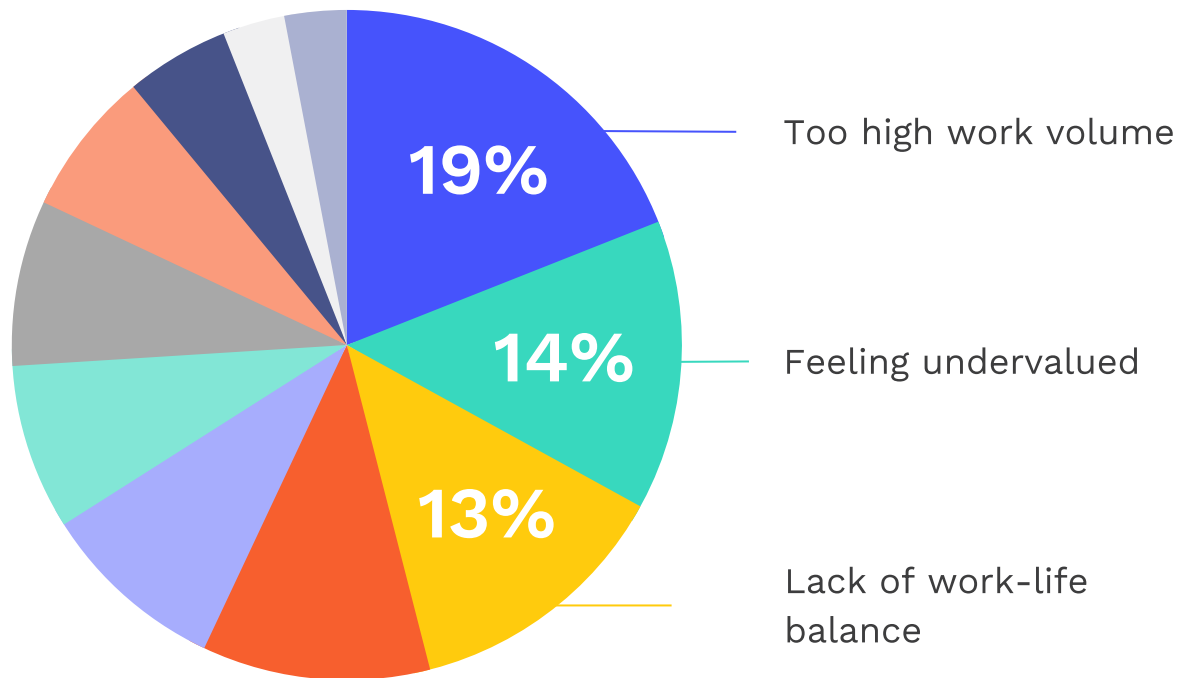
Rates of burnout continue to rise globally. Although individuals can take important steps to manage their stress levels, organisations have a key role to play in addressing the root causes of burnout, not just treating the symptoms.

Managing workloads, giving employees a degree of autonomy and offering sufficient support can all significantly cut the risks. Organisations that can keep pressures in check are likely to reap the rewards of healthier, more productive employees who stay longer.

**Jackie Barber**  
Business Psychologist



# Pressure Points



Pressure Points	%
Too high work volume	19
Feeling undervalued	14
Lack of work-life balance	13
Excessive working hours	11
Lack of support / resources to do the job	9
Too much organisational change	8
Lack of strategic direction	8
Lack of job security	7
Lack of training to do the job	5
Lack of Line Manager support	3
Negative physical environment	3

# Reducing Burnout Risk

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When asked what Line Managers could do to better support wellbeing, a number of key themes emerged. These include:

- better workload management
- more effective communication and feedback
- greater focus on employee career development
- support for work-life balance
- increased recognition and appreciation

## Recommendations

- Help managers to feel confident spotting early warning signs that an employee is struggling.
- Provide training to enable managers to talk to their team about wellbeing and effectively signpost to additional support.
- Incorporate wellbeing support into management competencies as a key aspect of the role.
- Provide training and support to help managers prioritise their own mental health.

## Expert Insight



Today, more than ever, teams expect recognition for their contribution and opportunities for career development. Over the last couple of years employees have faced increased pressures and the rewards have not necessarily kept up. One thing that organisations might learn is to acknowledge the hard work of teams in a way that makes a real difference to health, happiness, and productivity. This could include recognition programs, professional development opportunities and wellness initiatives.

**Dr Milda Perminiene**

Researcher and Senior Lecturer in Business Psychology

UNIVERSITY OF EAST LONDON



## ROLE LEVEL AND RESILIENCE

- Directors & Executives rate themselves highest on all aspects of resilience.
- Non-managers score the highest on aspects of physical resilience.
- Line Managers score lower on overall resilience compared to Directors and Executives.

# 21%

The self-belief and motivation of Directors & Executives is 21% higher than non-managers.

# Role Level

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## **Directors & Executives rate themselves highest on all aspects of psychological and social resilience.**

Directors & Executives score highest on their ability to think flexibly. Their scores for 'Flexible Thinking' are as much as 23% higher than for non-managers and 13% higher than for Line Managers. This indicates that they are better able to see situations from other perspectives and find solutions when faced with challenges and setbacks. Directors & Executives are also more likely to frame situations positively, enhancing their ability to lead with conviction and optimism.

Additionally, Directors & Executives rate themselves highest on their levels of self-belief and motivation with scores that are 21% higher than for non-managers and 14% higher than for Line Managers. This means that they are more likely to find the motivation to push through challenging times and to maintain confidence in their abilities and judgment, regardless of what might be going on around them.

## **Non-managers have the highest energy levels**

While non-managers score themselves lowest on all areas of psychological and social resilience, they score highest overall on the physical aspects of resilience.

Specifically, non-managers are better able to maintain healthy boundaries between work and the rest of life, scoring themselves 19% higher than Directors & Executives and 15% higher than Senior Managers. Not having responsibility for team members means they are more likely to be able to switch off and tune out from work, leaving more time for rest, hobbies and other activities.

# Role Level

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## **Line Managers have lower resilience compared to Directors & Executives and Senior Managers.**

Our research indicates that within management, Line Managers are struggling the most. Here are a few possible reasons:

### **Role demands and responsibilities:**

Line Managers often have direct responsibility for managing a team and handling day-to-day operational tasks. They may face high workloads, tight deadlines, and frequent interruptions. The pressure to meet operational targets and manage team performance can create stress.

### **Lack of decision-making authority:**

Line Managers are typically responsible for implementing decisions made by the senior leadership team. This lack of control over decision-making can lead to frustration when unexpected challenges or changes arrive.

### **Higher exposure to operational issues:**

Line Managers are often more directly involved in resolving operational issues, handling conflicts, and managing employee performance. They may face frequent interpersonal challenges which can take a toll on their wellbeing.

# 21%

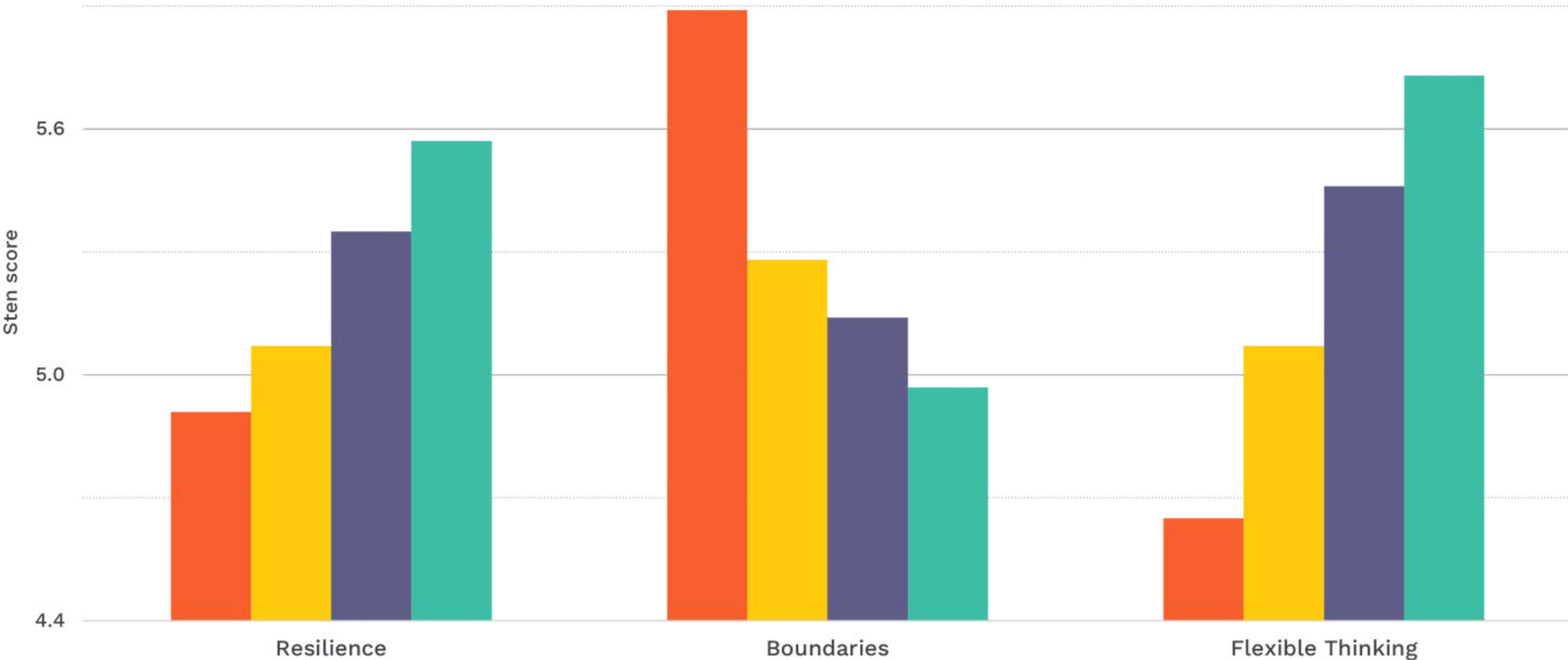
In research conducted by the CIPD, only 21% of managers thought the support they received was adequate.

(CIPD, [The Importance of People Management, 2023](#)).



# Role Level and Resilience

- Non-manager
- Line Manager
- Senior Manager
- Director & Executive



## Expert Insight



Line Managers may have limited access to resources and support systems compared to higher-level managers. They may have fewer staff, budget constraints, and less access to training and development opportunities. Combined, this can negatively impact their wellbeing.

Organisations therefore have an opportunity to offer comprehensive manager development programs, enabling Line Managers to become effective human-centric leaders.

**Sandra Ordell**  
Senior Business Psychologist  
THE WELLBEING PROJECT



## RECOMMENDATIONS

- Managers and leaders can leverage their influence by modelling healthy behaviours. This might include avoiding arranging meetings and sending emails outside of core hours.
- Directors & Executives can harness their capacity to think flexibly by providing direction and optimism to team members.
- Trust can be enhanced through regular communication about the organisation's goals and strategy and transparency around decision-making processes.
- Senior leaders can empower Line Managers to take ownership of their tasks and decisions.
- Experienced senior leaders can offer guidance, support, and advice to help Line Managers navigate challenges.



## GENDER AND RESILIENCE

- Males report higher resilience than females.
- Males scored higher on physical resilience.
- Females scored higher in domains of social resilience.

**7%**

Males report 7% higher levels of resilience than females

## **Males report higher levels of resilience than females.**

Males report feeling 7% more resilient than females. They rate themselves higher in their physical resilience levels, meaning they tend to have healthier habits around exercise, sleep, nutrition and managing boundaries between work and the rest of life.

Levels of self-belief are 11% higher for males than for females.

These findings are consistent with the results of [AXA's 2023 Mind Health](#) report which reveals that women tend to flourish less often than men and therefore tend to experience lower levels of happiness and life satisfaction.

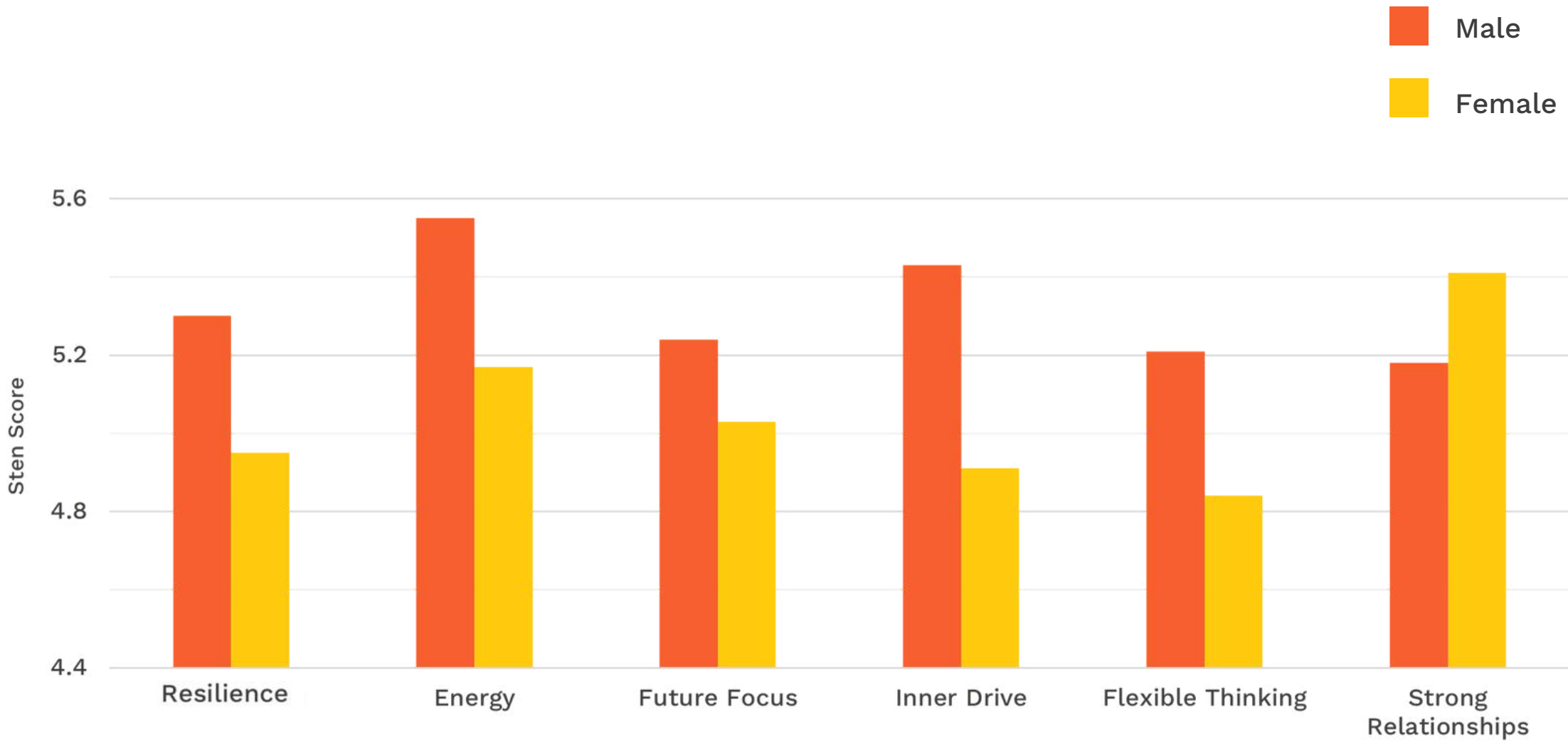
This report suggests that it may be partly due to differences in the pressures they face, with women being more likely to receive unwelcome comments about their gender and more likely to be questioned about their abilities. Such 'micro-aggressions' may therefore accumulate over time, creating pressure on their self-belief.

A [2023 Women @ Work Report](#) by Deloitte points to women experiencing increasing levels of stress and more pressure to be 'always on'. Many women also carry primary responsibility for domestic tasks like cleaning and caring for dependents, meaning they're likely to have less time to invest in their own wellbeing.

An area where females report higher scores than males is social resilience. Their ability to build trusting relationships is 5% higher than for males, suggesting they are more likely to tune into others' emotions and share how they are feeling. They are also slightly more likely to ask for support when needed.

\*We have collected data on those who are non-binary or who prefer not to reveal their gender. However, due to a small sample size, the findings associated with these groups are not statistically significant.

# Gender and Resilience



## RECOMMENDATIONS

- Make it easy for everyone to access mental health and wellbeing support. Where possible, offer a range of support that includes virtual and face-to-face options to suit the needs of different individuals.
- Where specific challenges exist for certain demographics, consider offering targeted support. For example, raising awareness for women going through the peri-menopause and menopause can help to increase empathy and reduce pressures for individuals during these phases of life.
- Consider offering flexible working arrangements such as part-time work, job sharing or flexible hours to accommodate employees' schedules and personal commitments.

## Expert Insight



We are seeing a significant disparity in levels of self-belief at work as men generally display higher levels of confidence than women. This can be attributed to a number of factors, not least the enduring impact of cultures, practices and policies that have favoured men.

To begin to address the issue, organisations can start by building supportive networks and communities for women at work. Groups that focus on maternity, for example, have proven to be incredibly effective in supporting new mums to build their confidence as they return to work. Mentoring schemes that connect women with more senior peers in their fields also have a role to play, and the option to work remotely can support women to pursue their careers without sacrificing their personal lives.

Creating space for women to thrive is just the first step. Companies also need to take responsibility for equipping women with the tools and opportunities that enable professional and personal growth. This includes having the right conversations with women about their career, and how they can grow in confidence and ability.

**Sarah Harris**  
Managing Director  
**THE WELLBEING PROJECT**



## AGE AND RESILIENCE

- Young workers (18-25) report the lowest resilience and wellbeing scores across all age groups.
- Young women (18-25) experience the negative impacts of pressure the most.
- 46-55 year olds report the highest levels of overall resilience.

# 18%

Individuals aged 55+ report 18% higher levels of personal control than 18-25 year olds.

## **Young workers aged 18 to 25 have the lowest resilience and wellbeing scores across all age groups.**

This finding is consistent with research by [City Mental Health Alliance](#) which reveals a high incidence of poor mental health in young professionals. Work is cited as a key contributing factor together with the Covid 19 pandemic, which disproportionately affected many younger workers. A significant proportion of young adults also say addiction to technology and social media use has a particularly negative effect on their mental wellbeing.

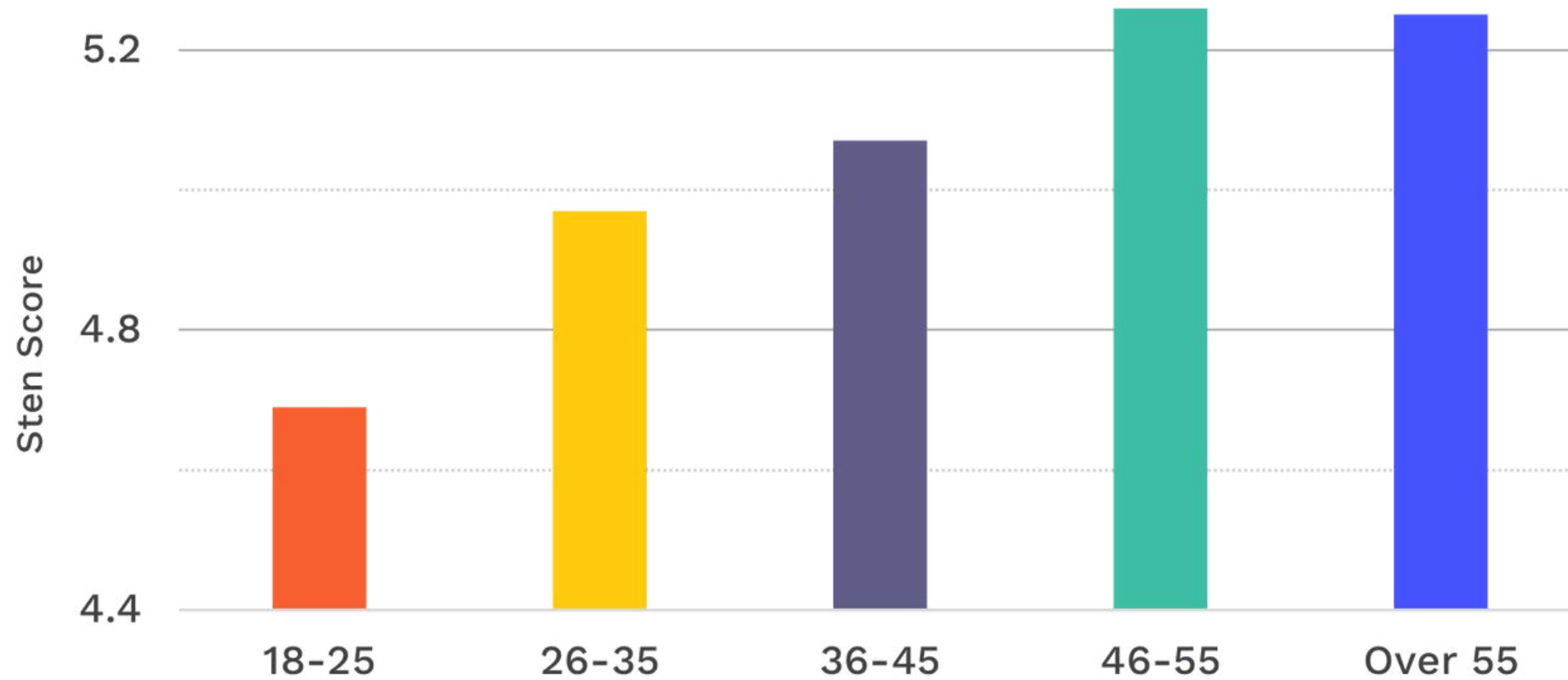
Our research indicates it is females aged 18-25 who are experiencing the negative impacts of pressure the most. Their scores for both resilience and wellbeing are 12% lower than for males in the same age group, suggesting the gender difference is even more extreme in younger workers. When asked about the biggest source of pressure at work, young females cited feeling undervalued.

According to the Organization for Economic Cooperation & Development (OECD), gender differences start at a young age and, in a global study, found that girls had a greater fear of failure than boys and are more likely to link failure to their abilities. Our own research indicates that females age 18-25 report 15% lower levels of self-belief.



# Age and Resilience

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## **46-55 year olds report the highest level of resilience.**

This age group also rate themselves highest on their levels of physical activity compared to other age groups. They also report having a greater sense of purpose, motivation to persevere through setbacks and ability to frame situations positively. These aspects of psychological resilience could be leveraged to role model a solution-focused approach to others in the organisation.

Individuals age over 55 report the best sleep and nutrition habits whilst also having the highest levels of self-belief and greatest sense of agency over their situations. As a result, they are more likely to focus their time, resources and effort on the aspects of situations they have some influence over.

## **RECOMMENDATIONS**

- Support younger workers to participate in meetings and voice their opinions.
- Mentoring schemes may particularly help younger workers to enhance their confidence and self-belief.
- Provide frequent and constructive feedback to younger workers so they know what they are doing well and how they could develop.

## WORK ENVIRONMENT AND RESILIENCE

- Remote workers report higher resilience than office or site-based workers.
- Remote workers also report higher energy levels compared to office, site-based and hybrid workers.
- Hybrid workers score highest for the strength of their relationships compared to office or site-based workers.

# 7%

Hybrid workers rate the strength of their relationships 7% higher than office or site-based workers.

# Work Environment

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## **Home-based workers report the highest resilience levels and have the healthiest sleep, nutrition and boundaries habits.**

As many organisations continue to negotiate working arrangements for their employees, our research indicates that home-based workers feel 5% more resilient on average than office or site-based workers.

They also have more energy, scoring 7% higher than office or site-based workers, They have the healthiest habits around sleep, nutrition and boundaries.

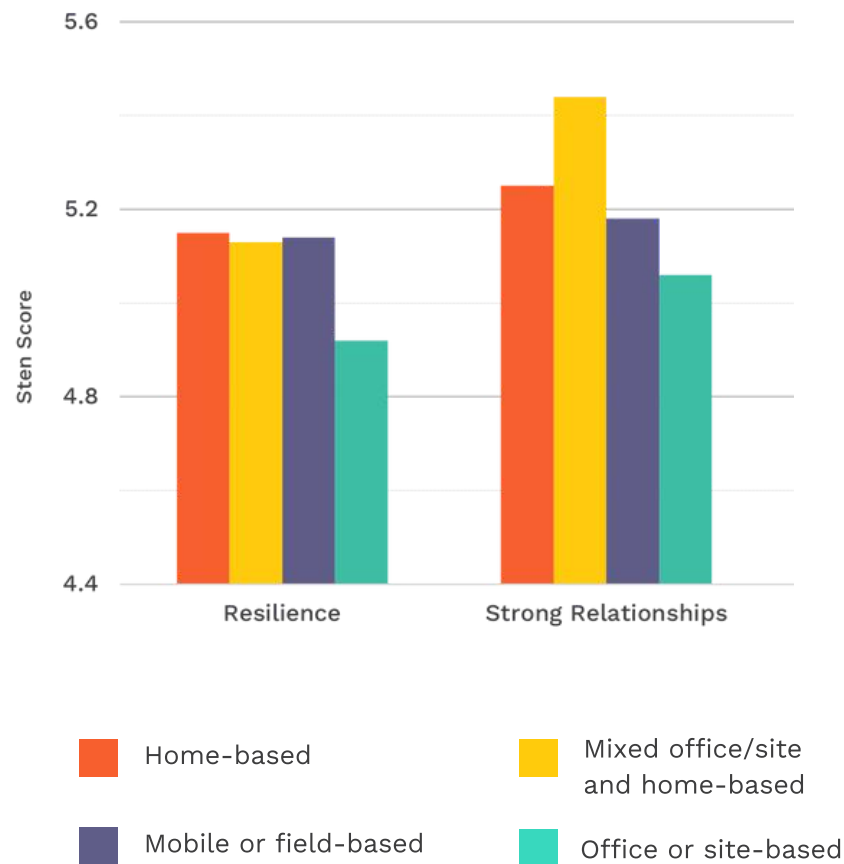
Although lines between work and personal life can become blurred when working remotely, the findings suggest that employees who always work from home have a slightly better balance on average than other workers.

## **Hybrid workers score highest for the strength of their relationships.**

Hybrid workers rate the strength of their relationships 7% higher than office or site-based workers and 4% higher than home-based workers. Many hybrid workers invest time in teamwork and collaboration on the days they are in the office, which may help them to build more open, trusting relationships with their colleagues.

Contrary to expectations, office or site-based workers score lowest for the strength of their relationships. There will be multiple reasons for this. Office workers may, for example, have less time to invest in personal relationships due to the time they spend commuting.

# Work Environment and Resilience



## RECOMMENDATIONS

- Encourage employees to be intentional about using time spent in the workplace to strengthen working relationships.
- Ensure working practices are inclusive of different work environments.

## SECTOR AND RESILIENCE

- Private sector workers score higher on resilience compared to public and non-profit workers.
- All sectors report volume of work as the greatest source of pressure.

# 7%

Private sector workers report 7% higher levels of resilience than public and non-profit workers.

## **Private sector workers experience higher resilience and wellbeing.**

The resilience of private sector employees is 5% higher than public sector workers and 3% higher than non-profit workers. In particular, private sector workers report feeling more psychologically resilient, with a greater sense of direction, drive and flexibility in their thinking.

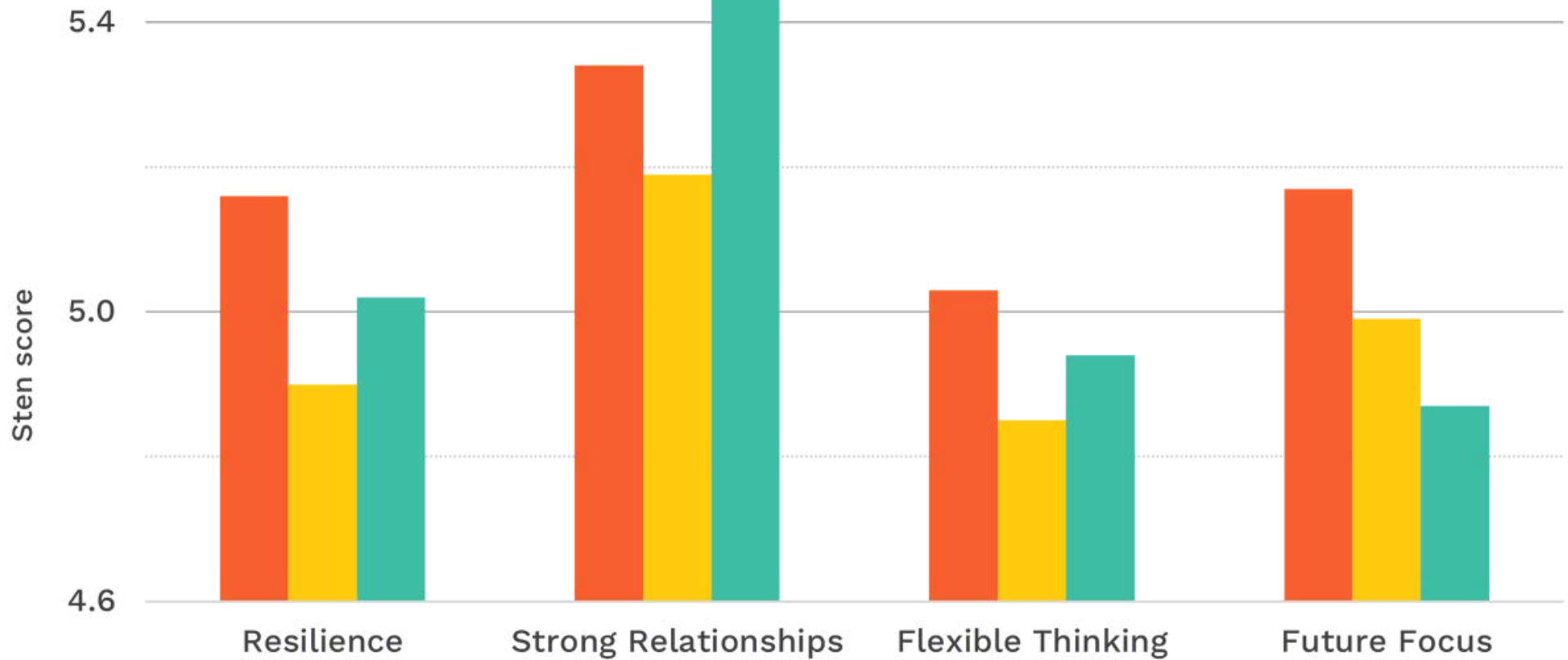
Third sector workers rate themselves as having stronger relationships than those working in the private or public sector. They also report slightly higher energy levels, mainly due to habits around nutrition and boundaries.

## **High volume of work is the greatest area of concern across all sectors.**

In terms of sources of pressure, volume of work was the most frequently mentioned issue across all three sectors. This was followed by workers feeling undervalued in the private and public sectors. In the non-profit sector, lack of strategic direction was the second most cited area of concern.

# Sector and Resilience

-  Private sector
-  Public sector
-  Third sector  
(not for profit)





## INDUSTRY AND RESILIENCE

- Individuals working in Science & Pharmaceuticals report the highest levels of resilience.
- Results indicate that the Law industry has the lowest levels of resilience.
- Those working in Media & Publishing report the poorest work-life balance across all sectors.

# 31%

The resilience of individuals working in Science & Pharmaceuticals is 31% higher than those in Law.

## Science & Pharmaceuticals

Individuals working in Science & Pharmaceuticals rate themselves higher than workers in any other industry across almost all of the areas of resilience analysed.

In particular, Science & Pharmaceutical workers have higher energy levels on average and appear to have the healthiest sleep habits. Another area of relative strength is being able to think flexibly.

According to the [Association of the British Pharmaceutical Industry](#) (ABPI), the global health and life science market is predicted to grow by up to 10% per year in the next decade. Having more stable employment and career progression opportunities is likely to be particularly reassuring during a climate of global economic uncertainty. Additionally, the ABPI states that many workers gain job satisfaction from the prospect of improving people's lives.

## IT & Information Services

In last year's study, IT and Information Services workers reported the lowest levels of resilience and wellbeing. This may have been a consequence of the demands created during Covid-19 and the instrumental role the technology industry played in transitioning organisations and individuals to remote working.

In this year's report, the outlook seems brighter as scores have increased across almost all areas. As well as having relatively high energy levels, IT & Information Services workers appear to draw more on their motivation and self-belief to persevere through setbacks.

## Law

Across all the industries analysed, those working in Law reported the lowest levels of resilience. Work volume, feeling undervalued and a lack of work-life balance were cited as the top three pressure points.

High degrees of stress and burnout have been reported within the legal sector. Almost 70% of respondents to LawCare's [2021 Life in the Law Survey](#) said they had experienced mental ill health in the previous year, with young lawyers particularly at risk. As well as heavy workloads and excessive working hours, the often high-stakes nature of the work and expectations of success are frequently mentioned as sources of stress.

According to [Dr Rebecca Michalak](#) of the University of Queensland, 'lawyers suffer from significantly lower levels of psychological and psychosomatic health wellbeing than other professionals'.

## Health & Social Care

Perhaps unsurprisingly, considering the colossal challenges posed by Covid-19 to the health sector, Health & Social Care workers feel among the least resilient. Many workers have experienced illness, stress and trauma and the industry is still dealing with the aftershocks of the pandemic. The volume of work and a lack of work-life balance are the most common pressures mentioned by these workers.

Against this backdrop, these individuals have the lowest scores for motivation. This suggests that they may find it more challenging than employees in other industries to find the drive to persevere through setbacks. With funding under pressure and resources stretched, workers also report lower levels of optimism. This means they may be less likely to think in constructive ways.

## Media & Publishing

Together with those working in Law, individuals in Media & Publishing have the lowest resilience scores across all industries.

They also rate themselves lowest on maintaining healthy boundaries between work and the rest of life. This could reflect the 24-hour content demand of modern media.

# Industry

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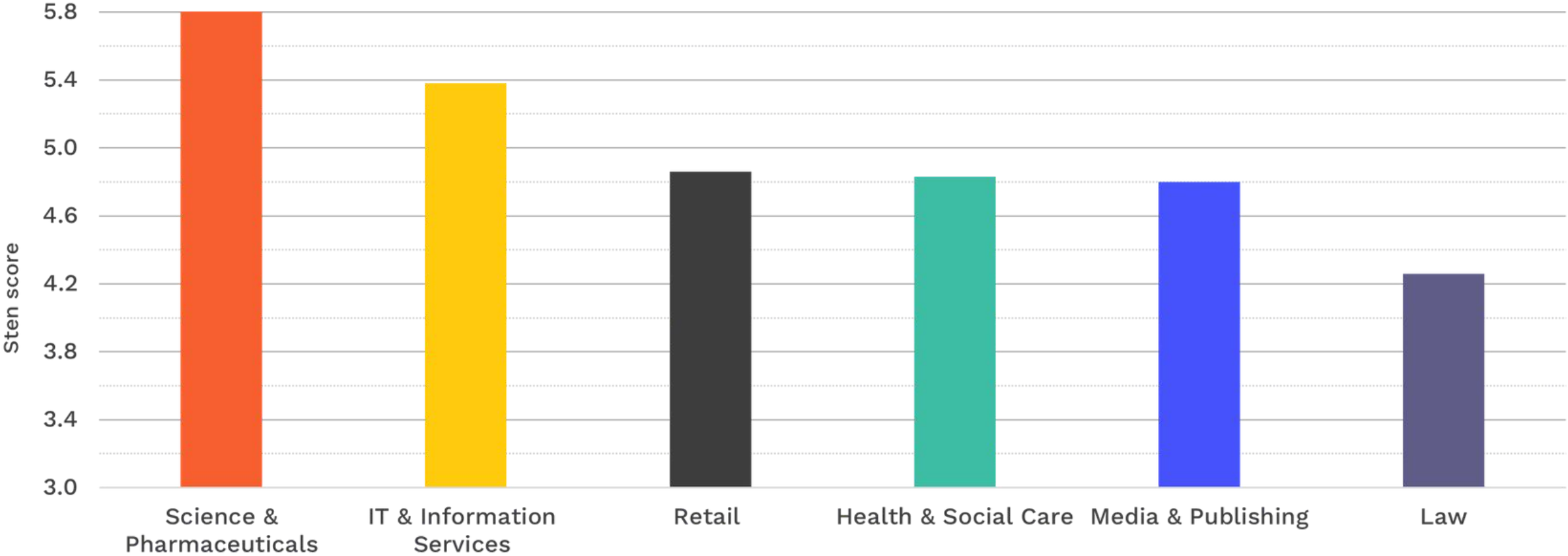
## Retail

For individuals in Retail, a lack of work-life balance and excessive working hours are the most frequently mentioned sources of pressure. As consumers continue to tighten their belts in the face of increased energy costs and higher food prices, many retailers are feeling the squeeze. At the same time, the high street continues to fight for its survival against online competition.

Recognising the need for additional support, major retailers in the UK have joined together to enhance the mental wellbeing of staff.



# Industry and Resilience





## DEPARTMENT AND RESILIENCE

- Individuals working in Marketing & Sales and HR departments report the highest levels of resilience.
- They also rate themselves highest on the strength of their relationships.
- Those working in the Legal department report the lowest levels of resilience and wellbeing.

**21%**

Those working in Marketing and Sales report 21% higher resilience compared to those working in Legal departments.

# Department

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## People working in Marketing & Sales and HR report the highest levels of resilience.

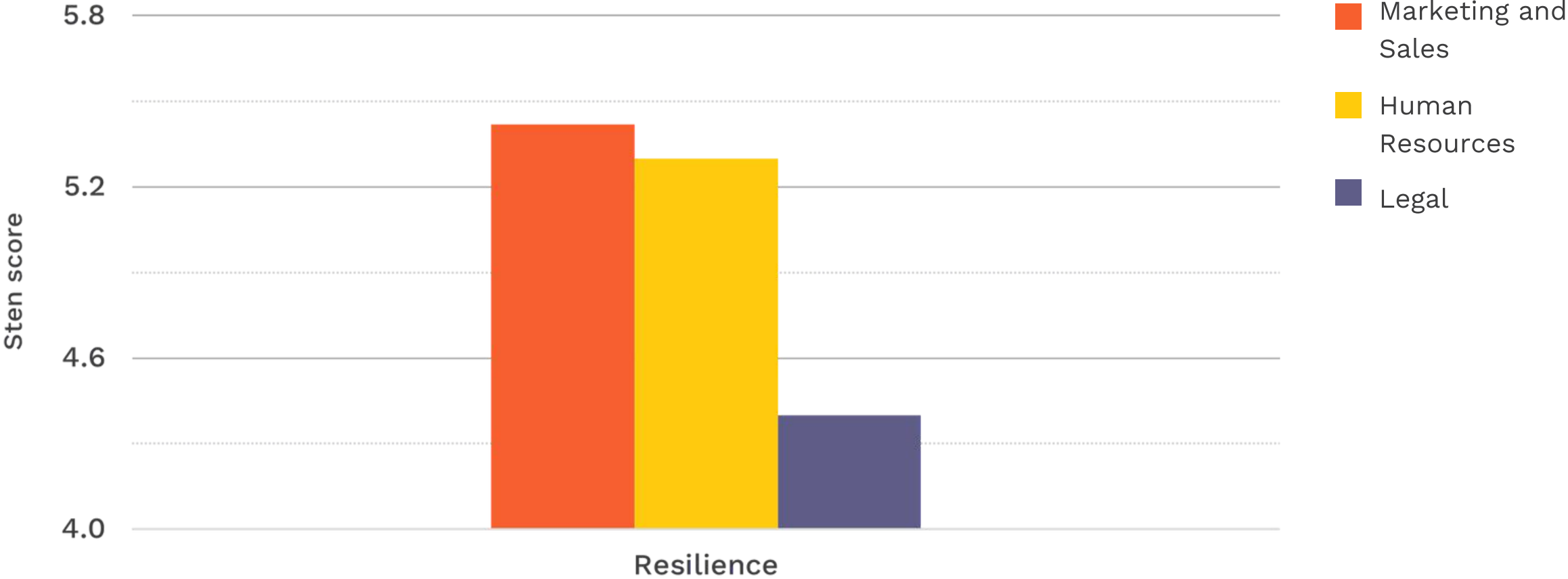
Marketing & Sales and HR rate themselves highest on the strength of their relationships. Individuals who are predisposed to build social relationships are more likely to be attracted to these roles given the highly interpersonal nature of the work.

In line with the industry results, individuals working in legal departments report the lowest levels of physical, psychological and social resilience.

## RECOMMENDATIONS

- Help employees to understand how their role contributes to what the team, department and organisation are trying to achieve. When people understand how their role fits into the bigger picture it helps to enhance a sense of purpose at work.
- Enable employees to do more of the work they enjoy. Where possible, provide opportunities for employees to specialise in tasks and projects that align with their strengths and interests.
- Provide opportunities for cross-department working to strengthen relationships, and increase empathy and understanding of the challenges faced by other teams.

# Department and Resilience





## OTHER KEY RESEARCH FINDINGS

- Having a sense of personal control has the biggest impact on wellbeing.
- Thinking flexibly is one of the least developed areas of resilience across many demographics.
- Shift workers report lower resilience compared to full-time workers.

# 13%

Shift workers report on average 13% lower resilience compared to full-time workers.

# Other Key Research Findings



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## **Having a sense of control has the biggest impact on wellbeing.**

When considering all the facets of resilience covered in the research, having a sense of personal control was found to have the biggest impact on wellbeing. This finding corresponds with research highlighting that lack of job control significantly impacts work satisfaction. The [Health & Safety Executive](#) (HSE) lists this as one of the key causes of job stress.

## **Thinking flexibly is one of the least developed areas of resilience.**

Across many demographics covered in our research - including gender, age, work environment and work sector - being able to think flexibly is the lowest area of resilience.

A combination of factors could be contributing. This includes change fatigue as the working landscape goes through seismic shifts. In these turbulent times, leaders who demonstrate a positive outlook can help reassure employees and encourage a sense of realistic optimism.

Interestingly, Strong Relationships was found to be the most compromised area of resilience in last year's report. Score increases since then may be due to people having more freedom to interact following the lifting of Covid-19 restrictions, as well as there being a greater appreciation of the value of relationships to our health and wellbeing.

# Other Key Research Findings

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## **Shift work is associated with lower resilience levels.**

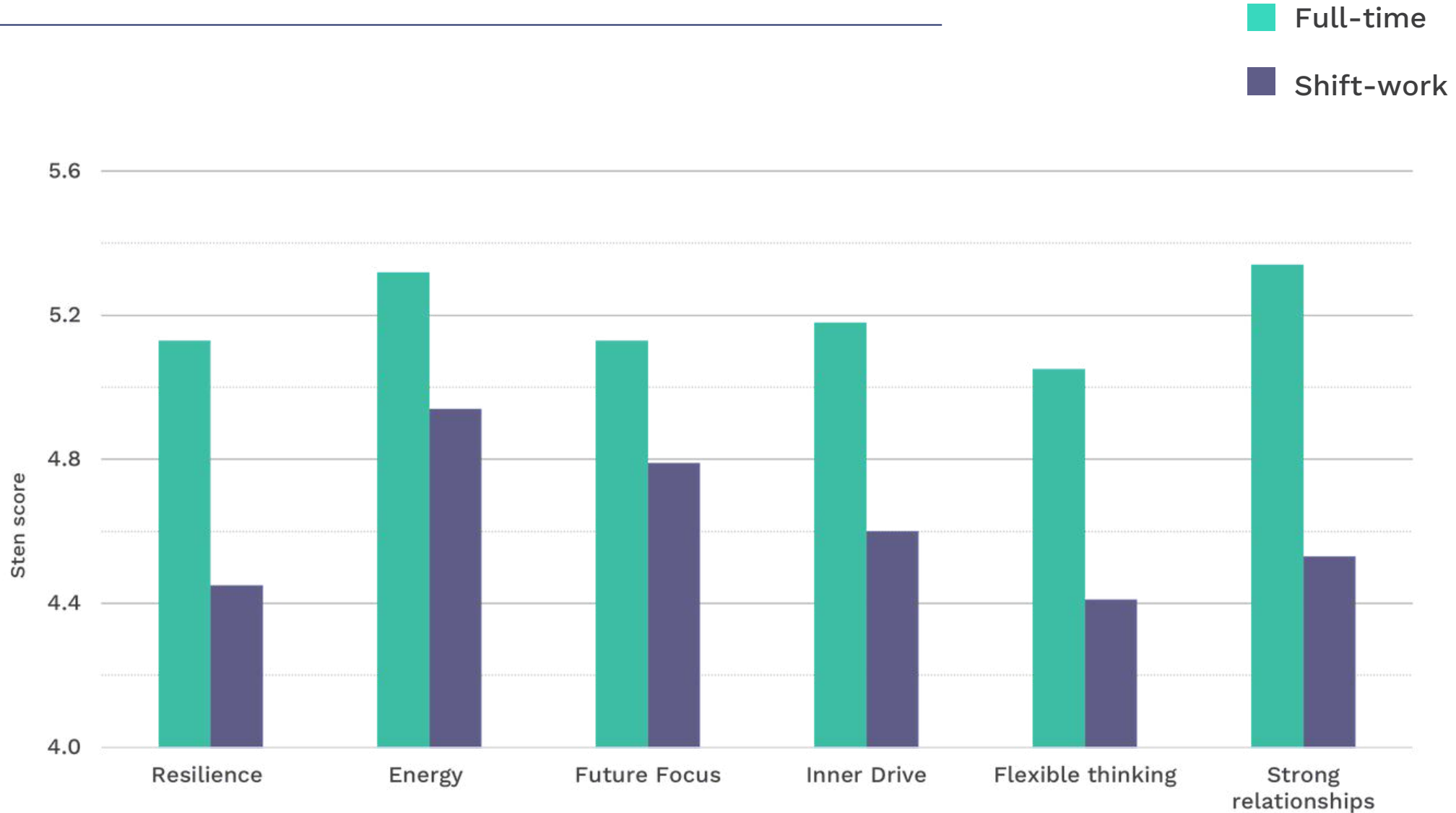
Shift workers report resilience levels that are 13% lower than full-time workers. In particular, the strength of relationships of shift workers was reported 15% lower than full-time workers.

These findings highlight the importance of ensuring that wellbeing support is accessible to everyone across the organisation, taking account of different working patterns.

## **RECOMMENDATIONS**

- Include psychological resilience initiatives to support employees to have greater personal control.
- Where challenges or setbacks arise, help workers to reframe the situation. Encourage them to focus their time and effort where they can create change.
- Introduce networking and mentoring opportunities for shift workers to help strengthen their relationships.

# Working Pattern and Resilience



# Conclusion

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The Wellbeing and Resilience Report 2023 gives us exclusive insights into how employees are coping at a time when many workplaces are going through seismic shifts. During these times of uncertainty and instability, supporting employee wellbeing is as crucial as ever, for the benefit of individuals and for the health of organisations.

During the pandemic, a spotlight was placed on mental health and wellbeing at work. Individuals have rightly come to expect organisations to create safe and supportive work environments that enable them to thrive.

However, the data reveals that some groups are feeling the negative impact of stress and pressures more than others. The difference in resilience between genders has grown, with young women in particular feeling the strain. Young males, meanwhile, are the least likely to build strong relationships and access support.

Heavy workloads are creating the most pressure on employees, as well as individuals feeling undervalued and having a lack of work-life balance. If these factors are left unmanaged, it can lead to a high risk of burnout.

While individuals can take steps to support their own resilience to stress and pressure, managers and leaders also have a crucial role to play in supporting employee wellbeing. Keeping pressures in check and showing care through regular check-ins were shown to be two of the most important actions managers can take.

The most effective managers also create an environment of trust and psychological safety. They build inclusive teams, where employees are given the space to express their individual differences. Given the pivotal nature of their role in supporting employee wellbeing, it's important that managers are also given the training and support to set them up for success.

Our hope in writing this report is that organisations will use the data to create inclusive programmes of support, and continue to create healthy workplace cultures.

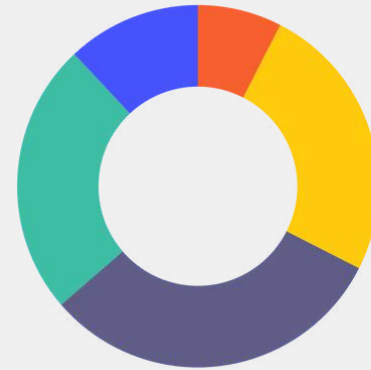
## METHODOLOGY

The data used in this report was compiled from 4,985 global completions of the psychometric assessment, Wraw.

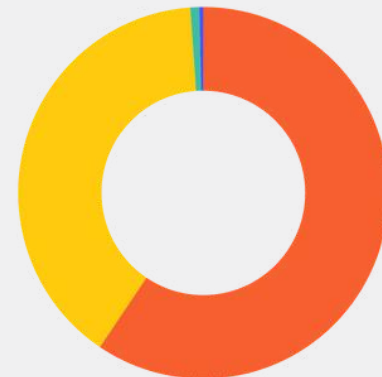
# Methodology

The data used in this report was established using an online valid and reliable self-report psychometric that consists of 112 questions. Results are provided using a 1-10 scoring scale, known as a sten score (standard ten score).

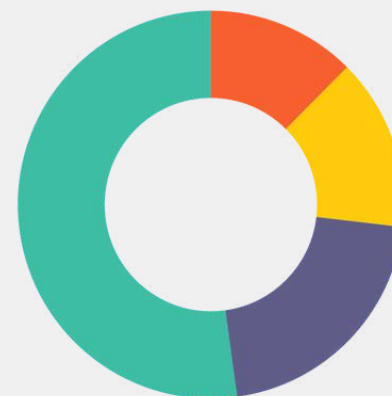
The data in this analysis drew on 4,985 submissions between April 2022 and March 2023 from over 60 countries worldwide, with 68% of respondents being in the UK, 10% in North America and the remaining 22% from other countries.



Age	N
18-25	372
26-35	1,230
36-45	1,538
46-55	1,202
Over 55	591



Gender	N
Female	2,963
Male	1,966
Prefer not to say	39
Non-binary	17



Role Level	N
Non-manager	2,524
Line Manager	1,015
Senior Manager	696
Director/Executive	603

# Methodology



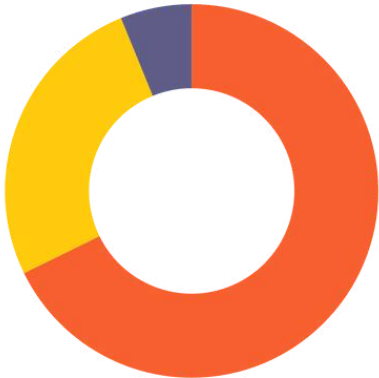
### Work Environment

	N
Mixed office/site and home-based	2,662
Office or site-based	2,344
Home-based	1,832
Mobile or field-based	268



### Department

	N
Marketing and Sales	578
Human Resources	428
Legal	209



### Sector

	N
Private	3,377
Public	1,300
Third sector/not for profit	308



### Industry

	N
Retail	565
IT & Information Services	400
Health and Social Care	379
Media and Publishing	347
Science and Pharmaceuticals	263
Law	205



# Acknowledgement Page

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- Jackie Barber who compiled the initial write up and provided her professional input.
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# About Wraw

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Wraw is a scientifically validated and reliable psychometric tool that measures workplace resilience and wellbeing. Wraw reports provide comprehensive data into wellbeing and resilience at every level of an organisation, and support robust, data-drive approach to wellbeing strategy development.



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