



The Wraw Resilience Report 2022

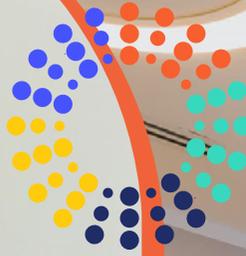
AN ANNUAL REPORT ON WORKPLACE RESILIENCE AND WELLBEING

Using data collected through the Wraw psychometric

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Welcome

In 2021, The Wellbeing Project published the very first Wraw Resilience Report. We analysed more than 9,500 responses from employees around the world to build an accurate picture of wellbeing and resilience in the workplace. Against the backdrop of a global pandemic, one of the major findings to emerge was a significant negative impact on employee energy levels. Across all demographics – gender, age, role, seniority and sector – working people were feeling the strain, and there was a real risk of burnout. A year later, we are still sadly experiencing the fallout. There are widespread reports of fatigue, overwhelm and disengagement. 28% of UK employees left their job in 2021, or are planning to quit this year, and 61% are naming poor mental health as the reason*.

This year's Wraw Resilience Report provides an opportunity to once again pause and reflect on how people are coping. The working landscape continues to evolve at a rapid rate, but our findings give essential insight to help employers plan, and mitigate the risks that lie ahead. My hope is that organisations will be inspired to take action. By showing true care, and building healthy, psychologically safe working environments, it is possible to buck the trend.

There is no one-size-fits-all solution - we are seeing a disproportionate impact on different demographics. But by taking a flexible, inclusive approach to the different needs of your people, you will see a measurable return on investment. It will show up on the bottom line of the business, and in the lasting health and happiness of your people.

Sam Fuller
CEO, The Wellbeing Project

*Mental health and employers: The case for investment - pandemic and beyond. Deloitte, 2022

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Executive summary

The Wraw Resilience Report 2022 includes highlights of an annual study using data collected from over 7,100 working individuals globally. The findings - from January 2021 to March 2022 - provide unique insights into the levels of resilience and wellbeing during a time when employees and their organisations have had to adapt to the unprecedented challenges and changes brought about by Covid-19.

The aim of the report is to help employers develop a deeper understanding of the importance of resilience within the workforce. This awareness can help inform new strategies to support employees in how to cope better with challenging situations, rebound from setbacks and recover more quickly, thus promoting a happier, healthier and more productive workforce.

Key findings

LEADERSHIP

- **Leaders have a significant impact on the wellbeing of their employees.** 22% 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.

INDUSTRY AND DEPARTMENT

- Within industry, our research indicates that **Consulting & Management, Science & Pharmaceuticals and Banking & Finance** workers report feeling the most resilient to stress and pressure.
- Those working in **IT & Information Services, Charities & Voluntary Work, and Teaching & Education** report feeling the least resilient to stress and pressure.
- Comparing organisational departments, individuals working in **Marketing & Sales, HR and Finance** report the highest levels of resilience and wellbeing.

AGE AND SENIORITY

- **Younger workers (age 18-25 years) report the lowest resilience levels.** In particular, their motivation to persevere through setbacks and their self-belief score lower.
- **Directors & executives rate themselves highest on their ability to think flexibly** and see things from different perspectives, scoring 30% higher than non-managers in this area.
- **Overall, the resilience and wellbeing of non-managers appears to be compromised the most,** perhaps partly due to the fact that they have less control over their work compared to managers and executives. However, they appear to feel the most able to manage boundaries between work and the rest of life.

OTHER KEY FINDINGS

- **Males report feeling slightly more resilient than females.** In particular, they score themselves higher in sustaining self-belief and the motivation to overcome challenges. This is consistent with other research highlighting the impact of the pandemic on women.
- **Home-based workers appear to feel the effects of pressure and challenge the most.** Mobile or site-based workers report feeling the most resilient, perhaps due to the greater flexibility and autonomy often associated with these roles.
- Against the backdrop of the ongoing uncertainty around Covid-19, **public sector and non-profit workers report feeling less resilient** than individuals in the private sector. This is consistent with our industry findings relating to Teaching & Education and Charities & Volunteer Work.



Just over half of employers 'strongly agree' they have a responsibility for the health and wellbeing of their employees, up from 20% last year ([Aon's UK Benefits and Trends Survey, 2022](#))

Measuring Resilience and Wellbeing

The findings of this report are drawn from over 7,100 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, emotional, mental and social factors that impact wellbeing.

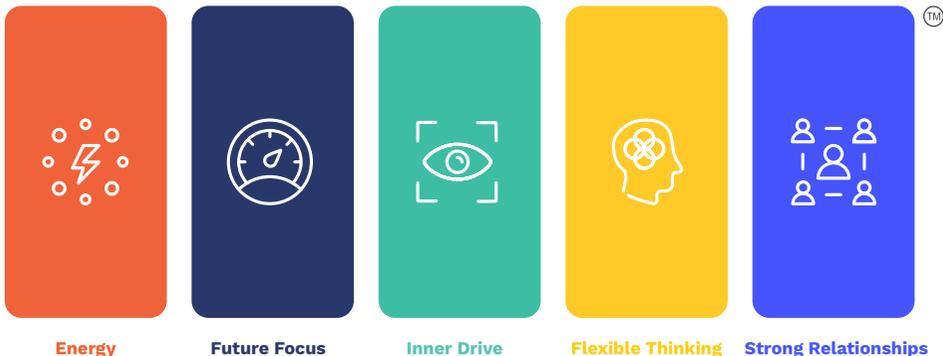
Energy: Sustaining and renewing physical energy

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



The 5 Pillars of Resilience act as a buffer against stress and setbacks and support an individual's wellbeing. For organisations looking to proactively support resilience and wellbeing, the results provide an important indicator of what might impact their employees' ability to cope with future challenges.

Measures used in this report:

- **Wraw Index:** the overall measure of resilience across the 5 Pillars of Resilience.
- **Impact Index:** the extent to which someone is feeling the effects of pressures, setbacks and adversities.

Expert insight



The understanding of resilience has shifted over the last few years. It is no longer about bouncing back from adversity and being 'stronger'. It's about how we embrace new ways of working so we can be the best version of ourselves on any one day. It is about being future focused and adaptable to a changing environment. It is also about recognising the importance of strong social connection and having a strong sense of purpose – both for ourselves and the organisations we engage with.

Fiona McAslan - Wellbeing Lead
NatWest Group



LEADERSHIP AND WELLBEING

- Leaders have a significant impact on employee wellbeing
- Individuals who feel their manager supports their wellbeing are more likely to have strong relationships
- Senior leaders have higher levels of resilience than line managers and non-managers

22%

22% 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 at work.

Leadership and wellbeing

Leaders have a significant impact on employee wellbeing

As much as 22% 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 at work. This includes being approachable, giving constructive feedback and role modelling a healthy work-life balance. Employees who rated their line manager favourably tended to feel the impacts of stress and pressure less than those who rated their manager poorly.

These findings demonstrate the crucial role that managers play in supporting wellbeing at work. Having regular open conversations that incorporate discussions about wellbeing are key to creating a culture of psychological safety where individuals feel they are trusted, respected and have a voice. When employees feel heard and able to express themselves without fear of being embarrassed or punished, the benefits can be significant - not just for individuals but also for team performance.

Expert insight



St John Ambulance delivers mental health, wellbeing and resilience training to organisations of all sizes and sectors across the country. It gives us distinct insight into the challenges faced by employees, managers and leaders.

What we are hearing is that recent shifts in working practices are impacting employee wellbeing unevenly, but leaders, managers and colleagues can all have a positive influence. As a larger organisation with many employees and volunteers delivering health related services, we recognise this in our own organisation too.

George Woods - Chief Business Officer
St John Ambulance



Leadership and wellbeing

Individuals who feel their manager supports their wellbeing are more likely to have strong relationships

Feeling well-supported by a manager is also associated with having a stronger relationship network, which is crucial to resilience. Analysis reveals that 19% of an individual's score on the 'Strong Relationships' pillar can be attributed to the extent to which they feel supported by their direct line manager.

Strong relationships involve both the ability to build trust and access support when needed. Managers who are rated highly by their employees are likely to role model healthy approaches to developing and maintaining relationships and perhaps use their networks to help their team members enhance theirs.

Expert insight



Employers are at different stages with regards to designing and implementing a wellbeing strategy. Organisations that are further down the road incorporate mental health first aid, wellbeing and resilience training, and include initiatives that support the day-to-day interactions between leaders, managers and employees that make a culture of wellbeing.

George Woods - Chief Business Officer
St John Ambulance

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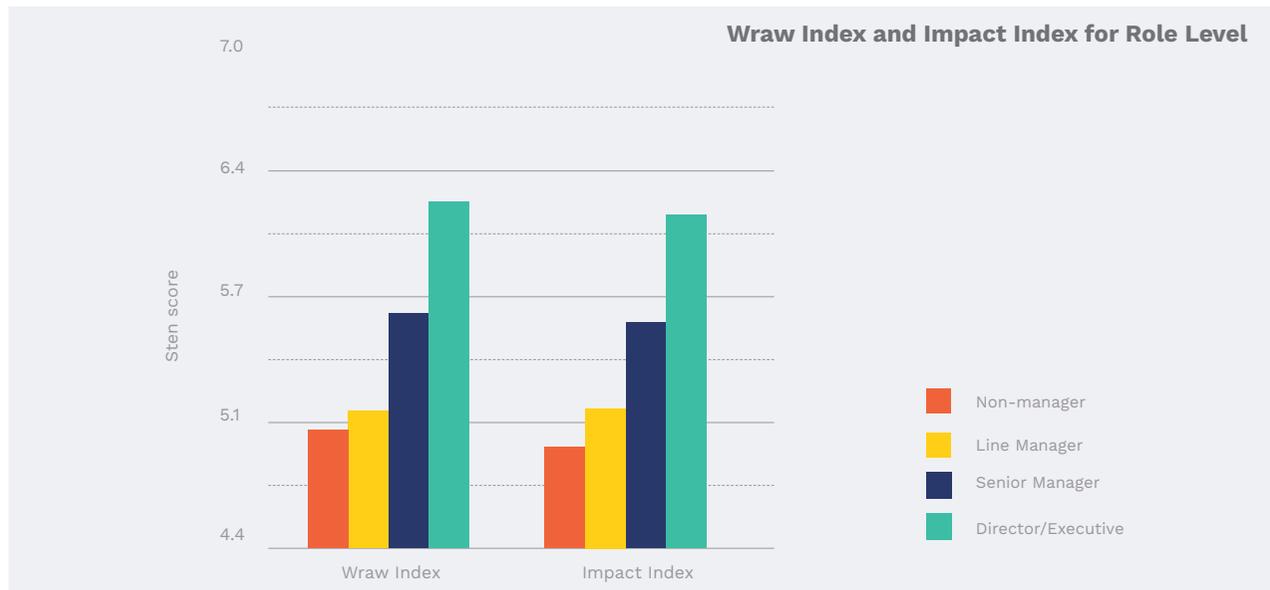
Leaders, managers and colleagues can all have a positive influence.



Leadership and wellbeing

Senior leaders have higher levels of resilience than line managers and non-managers

Directors and executives rate themselves highest in terms of overall resilience, as measured by the Wraw Index. They are up to 18% higher than line managers and 21% higher than non-managers. The results also indicate that directors and executives are likely to feel the extent of the pressure and challenges to a lesser degree than line managers and non-managers, as measured by the Impact Index. Resilience is dynamic and additional training and support for particular groups whose resilience is not as well developed could result in marked improvements for employees at all levels of an organisation.



Recommendations



- Encourage managers to have regular one-to-one check-ins with employees to understand how they're feeling and what pressures they're under.
- Upskill managers so that they feel confident to have wellbeing conversations and spot the early warning signs that an employee is struggling.
- Leverage opportunities for managers and leaders to positively influence behaviour by role modelling healthy approaches to resilience and wellbeing.

RESILIENCE AND ROLE LEVEL

- Directors and executives score the highest levels of resilience
- Non-managers report being the most depleted

30%

The Flexible Thinking scores of directors and executives are as much as 30% higher than non-managers. In particular, they report being able to frame situations positively – thinking in helpful and proportionate ways.

Resilience and role level

Directors and executives score the highest levels of resilience

Directors and executives rate themselves highest in terms of overall resilience and particularly on their ability to think flexibly and see things from different perspectives. This matters as when changing circumstances can't be controlled, it is more beneficial to be able to pivot than continue to resist change. Their scores are as much as 30% higher than non-managers in this area. In particular, they report being able to frame situations positively – thinking in helpful and proportionate ways.

Senior leaders of this level also rate themselves highly on their motivation and self-belief, with 'Inner Drive' scores that are 28% higher than non-managers and 18% higher than line managers. For some, this sense of confidence and self-efficacy may have increased through their experience gained in the role, while for others it may have been a driving force in their ability to climb the organisational ladder.

Similarly, directors and executives score highest in their sense of purpose and personal control. Their Future Focus results, which are 22% higher than non-managers in this respect, suggest they have a strong sense of direction and agency over their situations, which will help them to inspire and engage others with their vision.

Expert insight



By building resilience, you positively impact employee engagement. To create an enabling environment where employees feel confident and motivated, managers can start by giving them a greater say in how they perform their job, and the skills they want to use and develop. Furthermore, when leaders foster a culture where challenges are seen as opportunities for learning and growth, employee resilience and engagement will both grow.

Sandra Ordel - Senior Business Psychologist
The Wellbeing Project



Resilience and role level

Non-managers report being the most depleted

According to the analysis, non-managers are the most compromised in terms of their resilience levels. Their overall resilience scores were 17% lower than for directors and executives.

These results may be partly due to the fact that they are less likely to have control over the content of their work compared to managers and senior leaders. Research indicates that lack of job control has a significant impact on work satisfaction. [The Health & Safety Executive \(HSE\)](#) lists this as one of the key causes of job stress.

Interestingly, although non-managers report the lowest resilience levels overall, they seem more able to manage boundaries between work and the rest of life. Directors and senior managers score lowest in this regard, which may inadvertently set the tone for the culture. It is therefore important that leaders support their team members to maintain healthy work/life boundaries.



Recommendations

- Empower individuals by giving them more say in how they perform their job. Ask for their input on how their skills can be used most effectively and provide as much autonomy as possible.
- While directors and executives report higher resilience scores on average, it is important that they recognise that others may feel the negative effects of stress and pressure to a greater extent than they do.

Resilience and role level

5 Pillars for Role Level





AGE AND RESILIENCE

14%

The over 55s report Flexible Thinking scores that are 14% higher than 18-25 year-olds and 10% higher than 26-35 year-olds.

Age and resilience

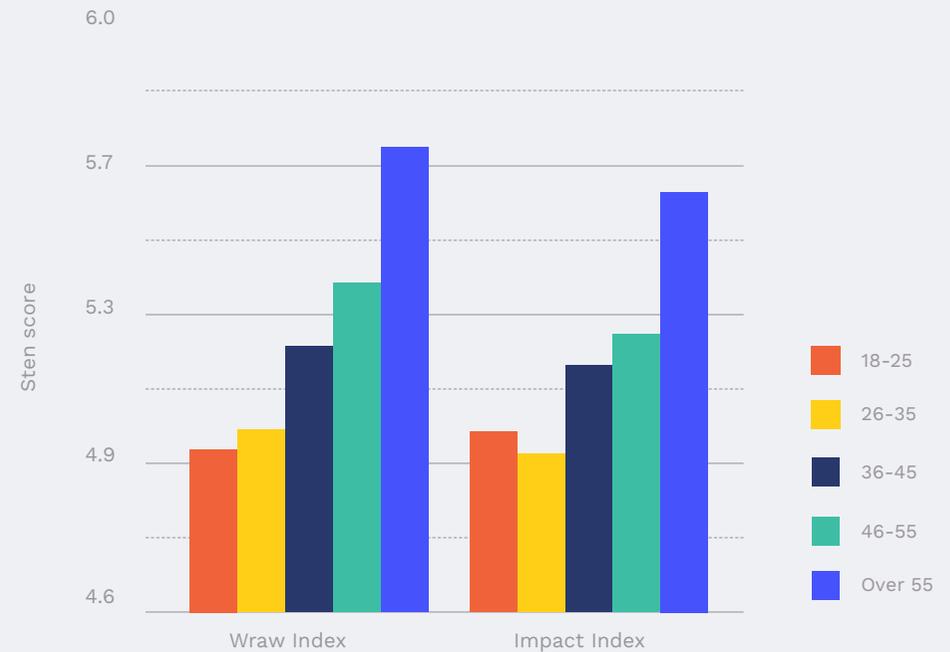
Overall resilience

The analysis reveals that resilience scores increase through the age groups, with the over 55s scoring highest across all measures of resilience and wellbeing. Workers aged 18-25 report as having the lowest levels of resilience. Their scores are as much as 12% lower than for those aged over 55.

Impact on wellbeing

These results are consistent with research by the [The Health Foundation](#), [Deloitte](#) and [AXA](#) which all suggest that younger people have been disproportionately impacted by the Covid-19 pandemic. Pressures include an increasingly challenging jobs market, difficult living conditions during lockdown and social isolation. Some also went through and completed critical stages of their education, such as degrees, during this precarious period.

Wraw Index and Impact Index for Age



Age and resilience

Inner Drive

Younger workers report finding it more difficult to persevere through setbacks and have lower levels of self-belief, as measured by their scores on 'Inner Drive'. These results suggest that they are more likely to question their abilities and judgment and be more critical of themselves when they make mistakes. While this may be broadly true for their age group, that has not yet garnered much work-place experience, it also hints at a sense that they are not measuring up to their own expectations of themselves. They may need more reassurance than previous generations who did not begin their careers during a global pandemic. Younger workers score 17% lower on Inner Drive compared to the over 55s.

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Organisations that are introducing mentoring in a consistent and well managed way are really seeing the benefits.

Expert insight



Organisations that are introducing mentoring in a consistent and well managed way are really seeing the benefits. They are creating talent pools for succession planning, improving leadership development, and developing stronger relationships outside of the normal employee/leader dynamic. Schemes that include cross-department and bi-directional mentoring are showing enormous benefit.

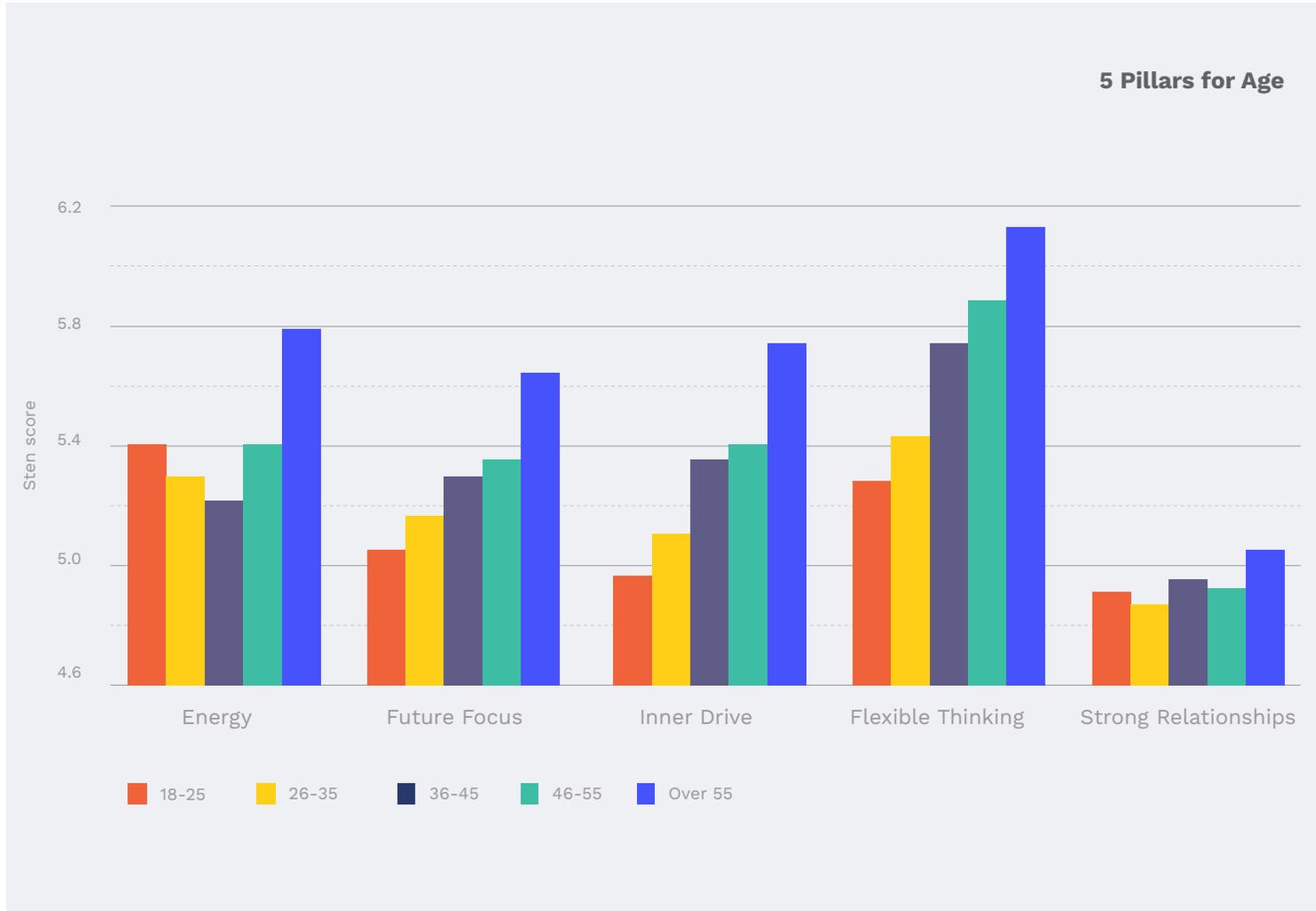
We are also seeing a growing trend of teams being created outside of the normal department confines. Each team member continues to perform their normal role, but they all sit together when onsite, and work together on projects that require cross-functional communication.

These initiatives are creating much stronger relationships and are supporting individuals and teams to innovate and find different ways of seeing things. They are breaking down the them vs us mindset that can be so debilitating, particularly in a virtual setting.

Niamh Gaffney – Executive Coach and Facilitator
Kinch Lyons



Age and resilience



Recommendations



- Ensure resources to support wellbeing are flexible enough to meet the needs of different demographics within the organisation, rather than a one-size-fits all approach.
- Introduce mentoring schemes where individuals can gain from the knowledge and skills of more experienced colleagues. Also consider reverse mentoring schemes, where those with deep technical expertise can learn from colleagues with knowledge in other areas such as technology and social media.
- Embrace a growth mindset culture for all employees across the organisation, as everyone can learn to accept mistakes as a crucial part of learning and development.

Age and resilience

Flexible Thinking

The results suggest that the over 55s feel better able to see things from other perspectives and navigate around challenges to find alternative approaches. They are also less likely to make assumptions about people and situations and are able to adapt to change more quickly. These abilities are likely to have helped them adjust to personal and professional challenges imposed by Covid-19. The over 55s report 14% higher levels of flexible thinking than 18–25 year-olds and 10% higher than 26–35 year-olds.

Expert insight



We need to carefully consider hybrid working when considering the younger workforce. We want to ensure they experience and embrace the company's culture even when working remotely.

Fiona McAslan - Wellbeing Lead
NatWest Group



SECTOR

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

8%

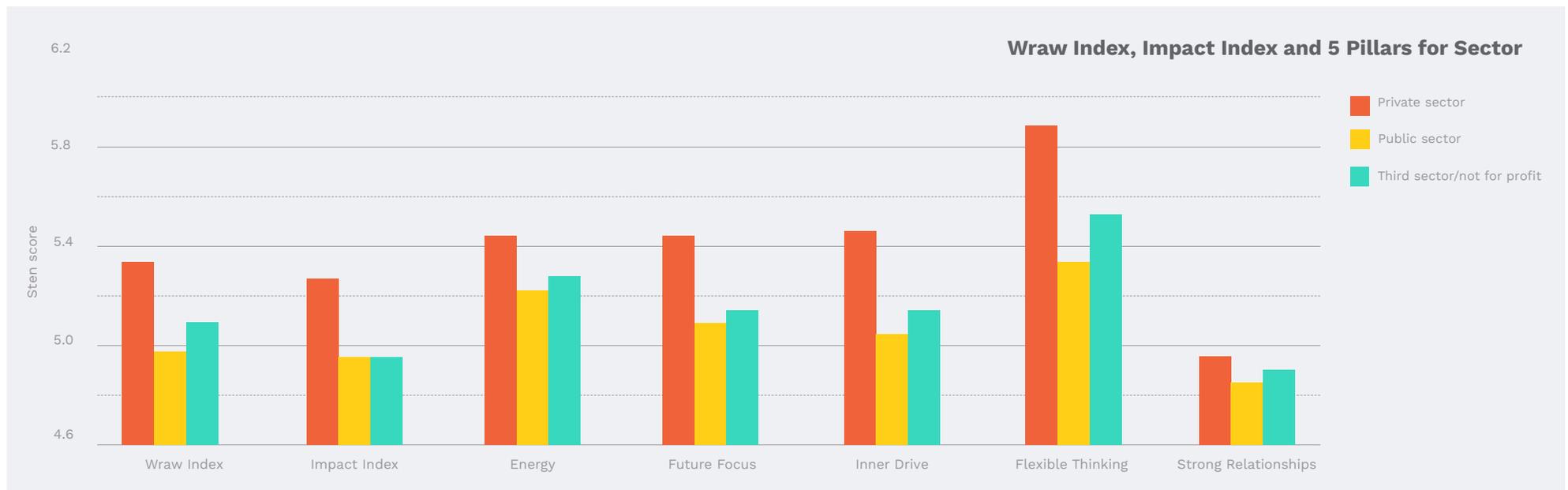
Private sector workers have the highest scores overall (8% higher than public sector and 6% higher than non-profit workers).

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

Private sector workers have the highest resilience scores overall (8% higher than public sector and 6% higher than non-profit workers).

In our analysis across The 5 Pillars of Resilience, **private sector workers report being 10% more flexible in their thinking compared to public sector workers.** They are also 9% higher on their self-belief and motivation to persevere through setbacks.

While Covid-19 has created unprecedented challenges for organisations across sectors, many public sector workers have faced enormous strain. Additionally, research by [Mind UK](#) has previously indicated that public sector workers feel less supported in their mental wellbeing compared to private sector workers, suggesting more help is needed.

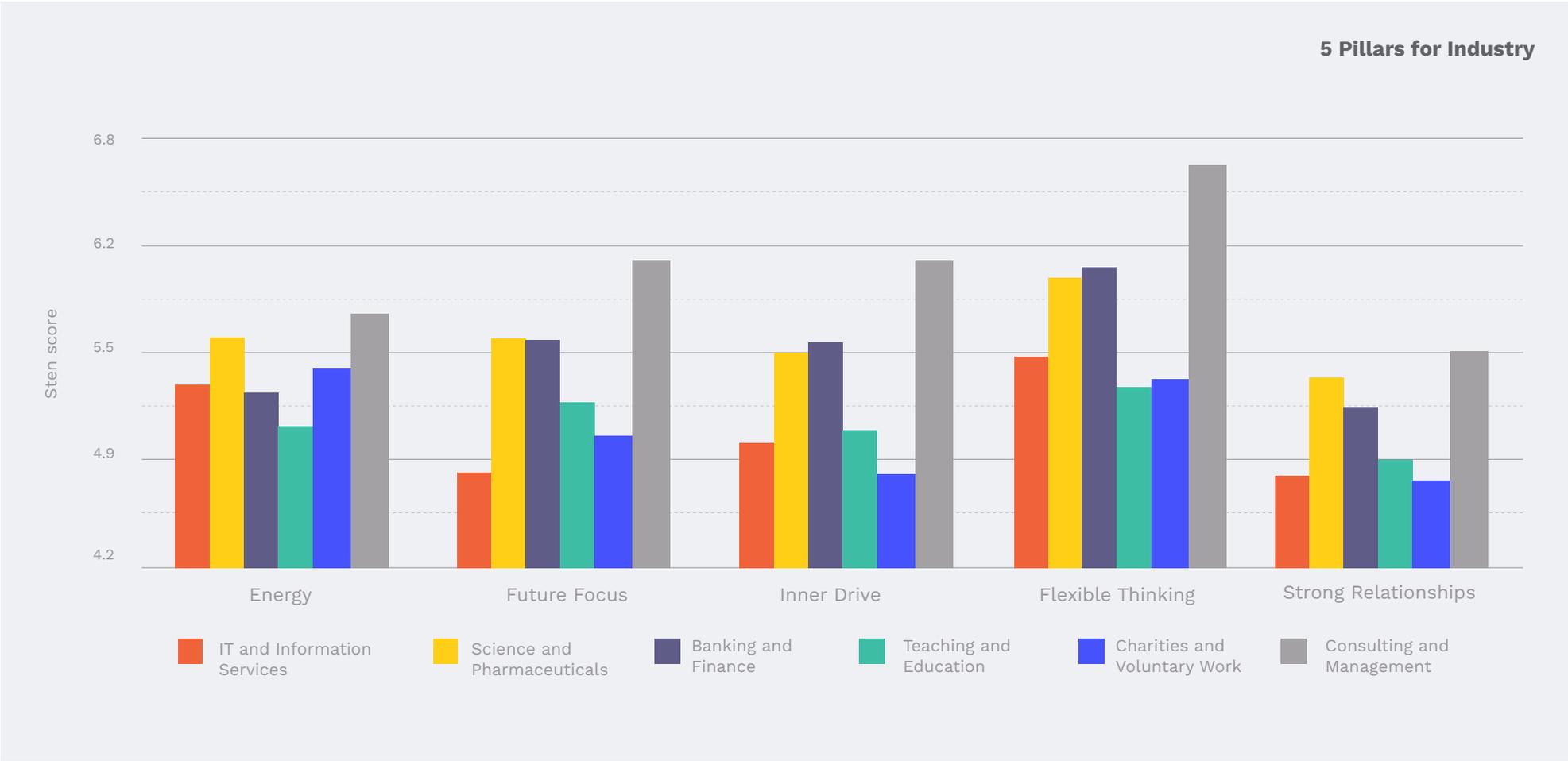


INDUSTRY

- Consulting & Management
- Banking & Finance
- Science & Pharmaceuticals
- IT & Information Services
- Charities and Volunteer
- Teaching and Education

7,100

With data on over **7,100 individuals**, our research enables organisations to understand more about how workers in their particular industry are feeling in response to the pressures and challenges they're facing.

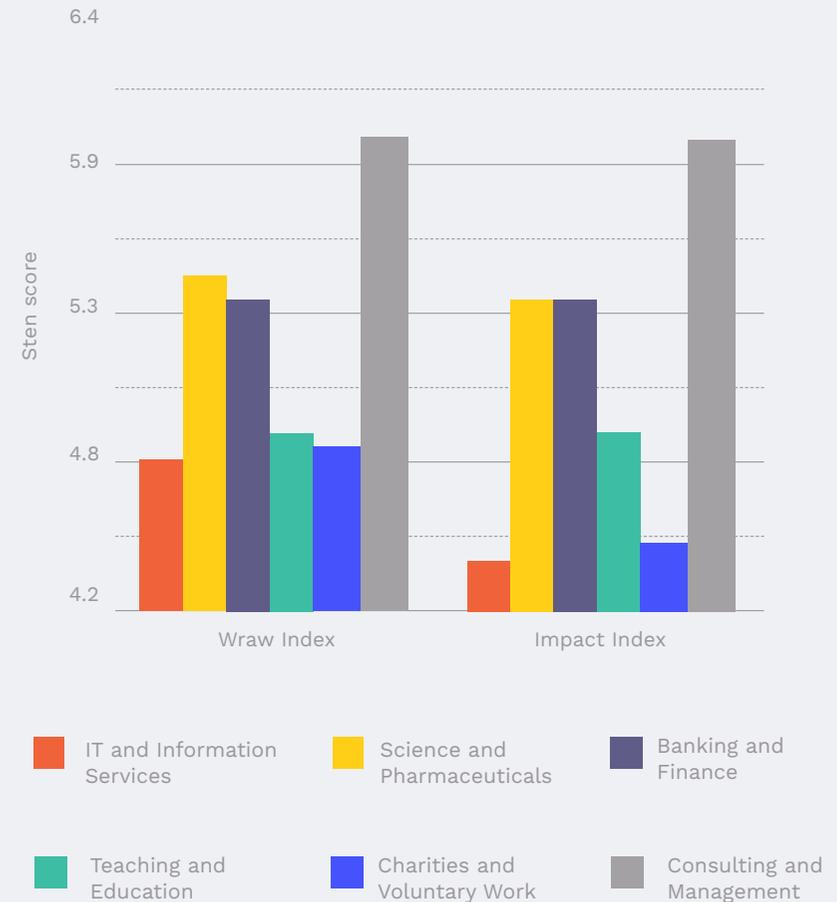


Consulting & Management

Workers in Consulting & Management score themselves highly on being open to different perspectives, willing to embrace change and thinking in helpful and proportionate ways, as indicated by their Flexible Thinking scores. They also report having higher motivation and self-belief through their higher Inner Drive scores.

Across all the industries analysed, those working in Consulting & Management also reported the highest scores for Strong Relationships. Given the importance to the profession of having strong interpersonal and communication skills, it is perhaps unsurprising that workers identify as having strong relationship networks to support their resilience and enable them to achieve their goals.

Wraw Index and Impact Index for Industry



Banking & Finance

Individuals working in Banking & Finance report being able to think in a more flexible and adaptable way compared to most other industries. They also score amongst the highest on sustaining motivation and self-belief. However, scores are lower for building trust-based relationships and networks of support.

According to the 2022 [Deloitte](#) Insights report, the banking industry is facing a ‘war for talent’. For the first time in years, employees appear to have the upper-hand, especially for in-demand positions such as Artificial Intelligence (AI) and cybersecurity. According to Deloitte, not only do banks ‘need to be more adaptable than ever, but they should be unapologetically bold while making empathy the foundation of their reinvigorated culture.’

Science & Pharmaceuticals

Our research indicates that Science and Pharmaceuticals workers report having some of the highest energy levels across the various industries. In particular, their scores indicate that they take part in some kind of physical activity, are aware of their eating habits, and ensure they get adequate sleep. This industry also reports being open-minded and adaptable in their approach.

Industry insight



The pandemic has put the spotlight on workplace health and wellbeing. Changes to working habits in the past two years have left a trail of mental health vulnerabilities that need to be addressed, preferably proactively. The challenges of working from home – ergonomics, nutrition, insufficient physical activity – can also cause physical health issues. Not to speak of the many people within the company whose tasks are, by their very nature, demanding on their health. That is why we have implemented BE HEALTHY. We have pivoted away from established practices to adopt a forward-thinking approach to creating a supportive working environment, and support both physical and mental health needs. Beatrice Aelterman, our Global Initiative Lead for the programmes says, “There is a real need to act, and a new approach is needed. Health and safety should take new roads to navigate these challenges”

Jairo Rejano Gutiérrez
- Senior Global Programme Lead
Boehringer Ingelheim



We have pivoted away from established practices to adopt a forward-thinking approach to creating a supportive working environment.



IT & Information Services

According to our research, individuals working in IT & Information Services report having the lowest overall resilience scores, as well as lower levels of wellbeing. In particular, they scored themselves lower on the ability to build supportive relationships at work.

This implies that they are the least likely to lean on social support to bounce back from stress and pressure, as indicated by their lower scores on the Strong Relationships pillar. They are also less likely to have clear plans for the future, with lower scores relating to the Future Focus pillar.

The findings may partly reflect the demands created during Covid-19 and the instrumental role the technology industry has played in transitioning organisations and individuals to remote working. Skills shortages in the industry are leaving many teams under-resourced, and long hours and tight deadlines, together with concern over the impact of automation on job security, are often major causes of stress. A survey by [Harvey Nash](#) found that half of tech professionals in the UK have been concerned about their mental health due to work. It also highlights the importance of support for those who feel overwhelmed.

Charities and Volunteer Work

Lower levels of resilience and wellbeing were reported by individuals in the Charities & Volunteer Work industry.

Interestingly, those in Charities & Volunteer Work have among the lowest scores for purpose and personal control. They also score themselves lowest on maintaining self-belief and the motivation to persevere through challenges.

Previous research has highlighted the heavy responsibility felt by charity workers and the impact on their mental health. A survey by [Unite](#) found that 80% of respondents had experienced workplace stress over the previous year, with as many as 22% of those reporting that they did not feel they worked in a safe environment.

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Stress is the top-rated health issue for employers, with 96% saying it's a concern.

(Aon's UK Benefits and Trends Survey, 2022)

Teaching and Education

Our research shows that Teaching & Education report lower levels of resilience and wellbeing compared to people in other industries. Workers in Teaching & Education have one of the least developed Energy pillars, suggesting that they may be at the risk of burnout. Maintaining healthy work - life boundaries seem to be of particular concern as this is the area most compromised.

Research from the [National Education Union](#) states that 44% of teachers plan to leave the profession by 2027. Workload is reported as unmanageable most of the time. Two-thirds of teachers in state-funded schools in England feel stressed at least 60% of the time.

“

Destigmatizing mental health challenges and reinforcing that it is normal to need and seek help have really made a difference at our organization

Industry insight

HUMAN
RIGHTS
WATCH

Human rights work is inherently stressful, and it is mission imperative that we support the holistic wellbeing of our staff. In the last four years, we have really started to focus on ensuring multiple channels of support. Just some of what we have implemented includes:

- A Peer Support Program of professionally trained colleagues who can provide connection and support to staff.
- Two internal counsellors available to offer free, confidential support to staff of all levels and departments.
- Pre- and post-deployment debriefs with therapists for staff doing research on the ground.
- Resilience, stress management and wellbeing training programs for managers and staff.

We can see the immediate and positive impact that these initiatives have had on our staff. Destigmatizing mental health challenges and reinforcing that it is normal to need and seek help have really made a difference at our organization.

Schuyler Reid - Global Human Resources Manager
Human Rights Watch



DEPARTMENT

Looking at the results from a departmental perspective, people working in Marketing & Sales, Human Resources and Finance report having the highest overall levels of resilience.

Department

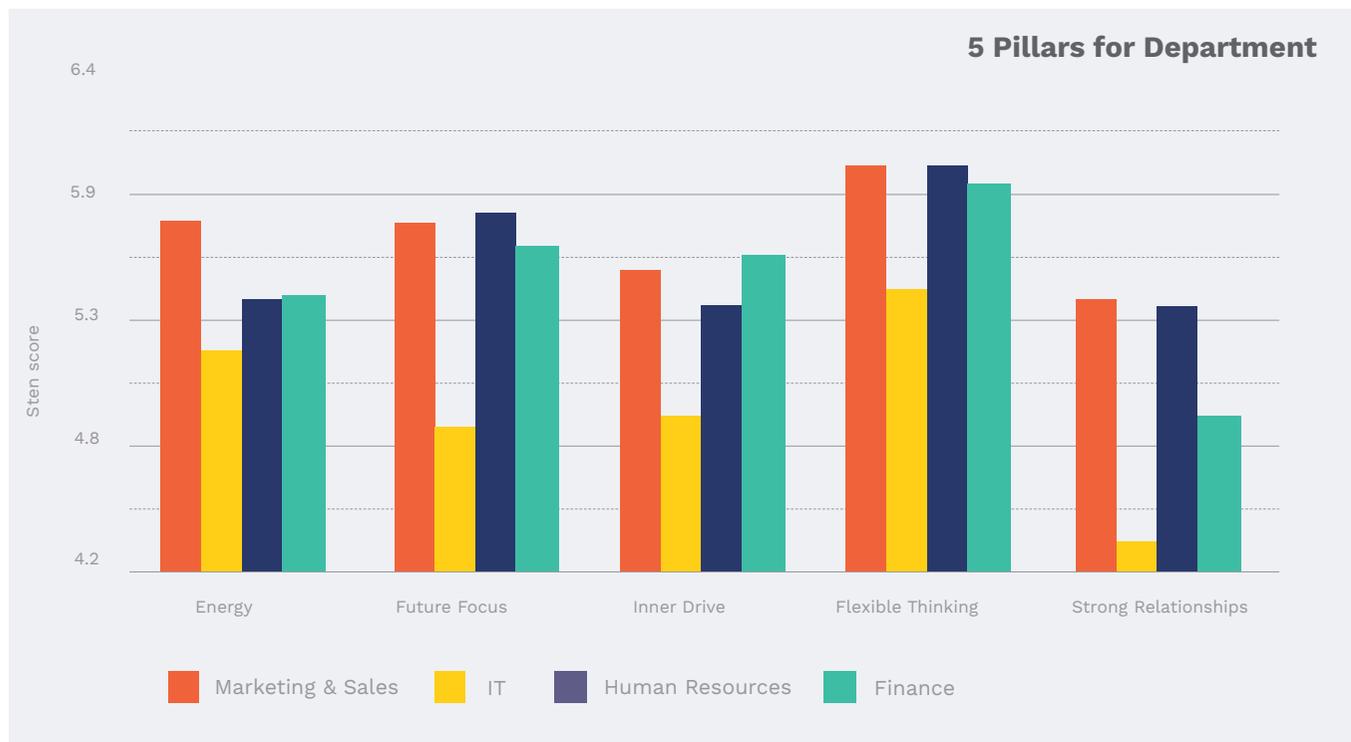
Looking at the results from a departmental perspective, people working in Marketing & Sales, Human Resources and Finance report having the highest overall levels of resilience.

Those in Marketing & Sales and Human Resources score highest in terms of their strong relationships, which is likely to be reflected in the significant interpersonal nature of their work and perhaps the disposition of those who are attracted to the roles. Consistent with the industry analysis, those working in IT departments are feeling the effects of pressures and challenges the most.

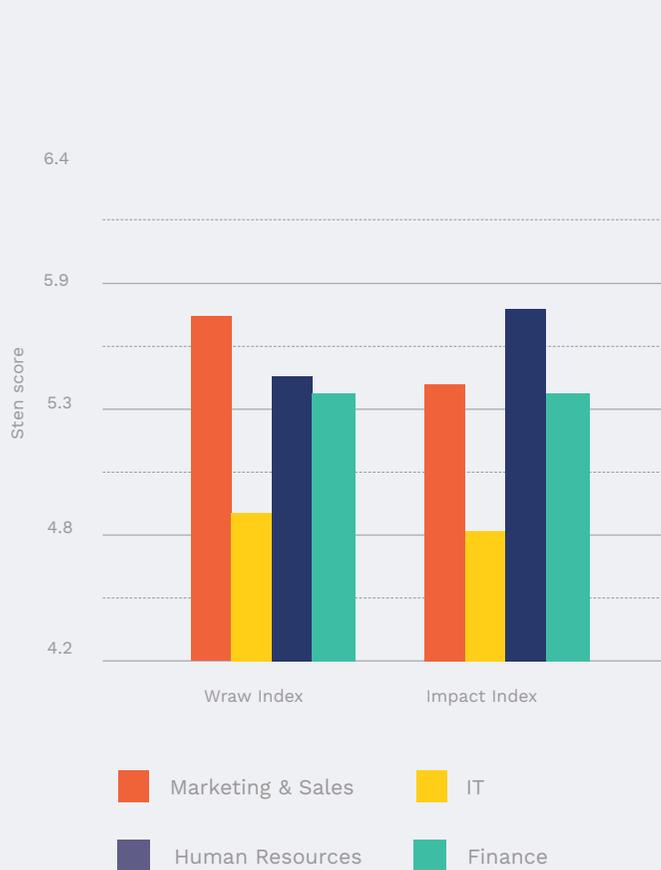


Recommendations

- Make time to discuss how the organisation's vision and values relate to individuals' values and goals. Aligning these, where possible, is likely to increase purpose and direction.
- Help people to maintain boundaries and disconnect from work by minimising meetings and emails outside of regular working hours, perhaps setting some protocols in these areas.
- Research indicates social relationships are crucial for mental and physical wellbeing. Raise awareness of the importance of social connection and facilitate opportunities for people to get to know each other on a personal basis. Consider peer-to-peer support schemes where colleagues can provide emotional, social or practical help to each other.



Wraw Index and Impact Index for Department



Expert insight



Purpose and values need to be part of the everyday life of an organisation, and visible in the tangible behaviours of managers and leaders. In addition, when individuals and teams are clear on their purpose and how it aligns with the organisation's future direction, they will be more motivated and engaged.

Sandra Ordell - Senior Business Psychologist
The Wellbeing Project



OTHER KEY RESEARCH FINDINGS

- Males report feeling slightly more resilient than females
- Home-based workers are feeling the effects of pressure and challenge the most
- Strong Relationships is the least developed area of resilience

+7%

Males report to be 7% higher than females on their Inner Drive scores which relates to motivation, self-belief and self-compassion.

Other key research findings

Males report feeling more resilient than females

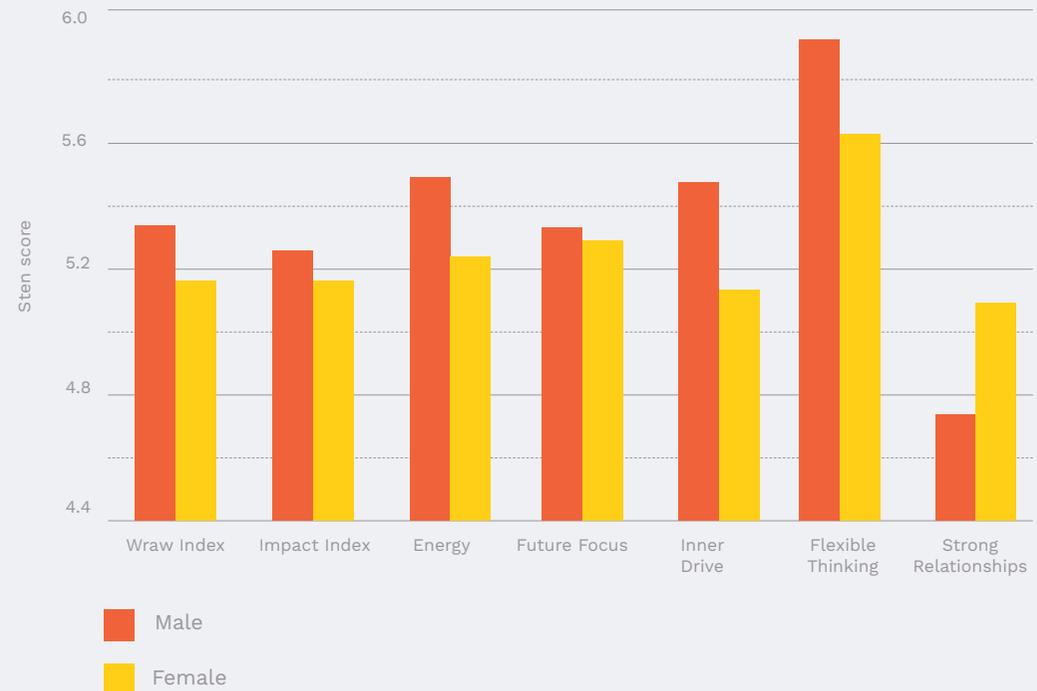
Males report feeling slightly more resilient than females, with scores that are 3% higher on average. The largest difference relates to motivation, self-belief and self-compassion, as captured by their 'Inner Drive' scores, which are 7% higher than females.

Males also report feeling more energised, with slightly higher scores relating to physical activity, sleep and having healthy boundaries between work and the rest of life.

These findings correspond with results from a global Women @ Work report by [Deloitte](#) revealing that the pandemic has had an impact on women's work/life balance and wellbeing. The 'always-on' culture means that just over a third of women rate their ability to switch off from work as poor/very poor, with 42% of these worrying that their career progression will be affected if they are not constantly available. Women who work for inclusive, supportive organisations report much higher levels of trust, engagement and career satisfaction.

While overall resilience scores are higher for males, females score 7% higher in using their relationship networks to help buffer them from the effects of stress and pressure. Our findings suggest they are more likely to build and maintain relationships based on trust and ask for support when needed.

Wraw Index, Impact Index and 5 Pillars for Gender



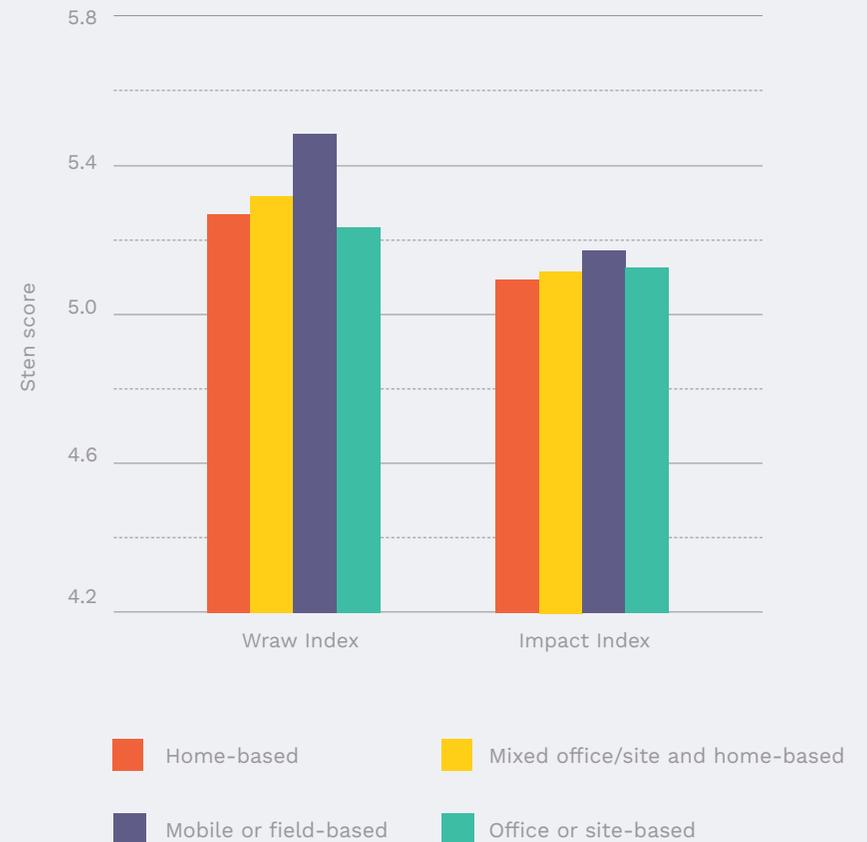
Other key research findings

Home-based workers are feeling the effects of pressure and challenge the most

Those who work from home report feeling the effects of pressure and challenges slightly more than other workers. It is possible that some of these are juggling domestic and family commitments with work during the working day. Having achieved more time by not commuting, they have only added to their lists of jobs to do each day. The implementation of continued hybrid working, in line with what many employees say they want, could therefore be at odds with the effect it may be having on their overall quality of life.

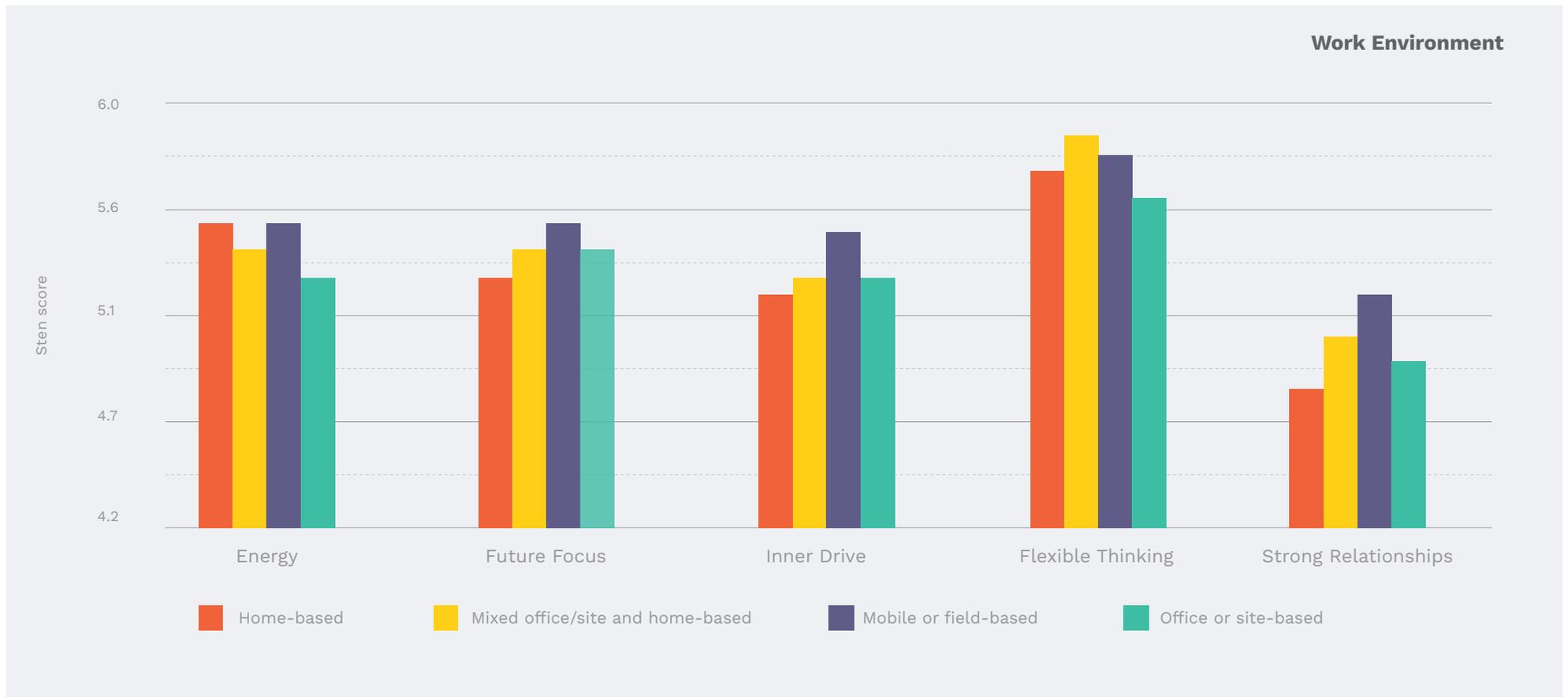
Mobile or field-based workers, who aren't tied to a single physical location, score themselves highest across almost all areas of resilience and wellbeing. For example, their wellbeing scores are 6% higher than office/site-based workers and 5% higher than home-based workers.

Wraw Index and Impact Index for Work Environment



Other key research findings

Additionally, mobile or field-based workers appear to have stronger support networks, with 7% higher scores on the Strong Relationships pillar than home-workers and 6% higher scores on Future Focus. These results may, in part, be related to the greater flexibility and autonomy that is often associated with being a mobile worker.



Other key research findings

Strong Relationships is the least developed area of resilience

Our research indicates that across the vast majority of demographics such as age, role level, gender, industry, work sector and department, the Strong Relationships pillar is the most compromised out of the 5 pillars. Against the backdrop of shifts in working practices and the global picture of declining mental health, this is an area that requires further research. Nonetheless, as employers develop their organisational strategy, they should give attention to how they keep their employees connected and supported in a meaningful way. This is increasingly urgent as organisations adapt to new ways of working with more hybrid and flexible working and greater reliance on technology to keep people connected. Our findings, highlighted earlier in this report, emphasise the important role that leadership plays in building supportive relationships and the need for managers to be intentionally-focused on doing so.

Expert insight



Like air, we only miss human connection when it's gone. In a hybrid world it is easy for work relationships to become 100% transactional. Creating psychological safety for new employees becomes next to impossible, and it's harder to maintain for more established colleagues. When there is accountability without the day-to-day human connection, people can feel afraid to be honest, and innovation can suffer.

Alan Lyons – Managing Partner
Kinch Lyons and Wraw Distributor

“

Like air, we only miss human connection when it's gone.





Industry insight



Since the beginning of the year we have been hearing that people are in need of a “proper” break. The legacy of Covid + Brexit is taking its toll and people are feeling more weary than they normally would. With spiralling energy prices, challenges with raw material, and increasing costs, we need to keep really strong to weather the storms.

We feel we are doing a lot of the right things, and more and more of our people are engaging with wellbeing. Our Health Champions play a key role in helping us put in place a comprehensive wellness offering. An additional holiday day for the Queen’s Jubilee, ‘me time’ over the summer months, talks on nutrition, financial budgeting webinars are all playing a part in keeping people more buoyant and engaged. Often it’s the small things that count the most. Only today I was asked whether we could reinstate a weekly competition with a small prize in the factory.

What’s important for us now is that we continue to do what we can to support our people. I’d love to be in a position to easily manage flexible benefits but, being a team of 2, we have to be practical as well as innovative.

Ann Chambers – HR Director
Ecotone

“

**We have to be practical
as well as innovative.**



Conclusion

The 2022 Wraw Resilience Report leverages a vast dataset to offer some unique insights into how employees are coping. The analysis shows how some groups of people, such as younger employees, non-managers and females, are feeling the strain more than others. The resulting information and conclusions impact on all employers, helping them gain better understanding of the issues that affect their workforce and guide them to develop and implement better methods to support them. This is not just a nice thing to do. It is an imperative for any organisation that wants to achieve its business objectives.

Our findings highlight the importance of organisations being flexible and adaptable in their responses in order to meet the wellbeing needs of individuals. This can be achieved by marshalling a suite of resources, initiatives and accessible support for different groups rather than by taking a one-size-fits-all approach.

One of the more positive outcomes of the Covid-19 pandemic may have been that it helped some organisations develop a ‘kinder’ work culture, that sees people as individuals and understands that life sometimes gets in the way of work. No one is super-human. Everyone is vulnerable to illness, stress, feelings of being overwhelmed and to the wider impacts of unforeseen events in their personal lives. Leaders have the opportunity now to encourage ‘Covid-kindness’ to endure, letting employees know that they are ‘seen’, appreciated and supported. When leaders create an environment of psychological safety, where people feel listened to and able to present their authentic selves without fear of being judged or negative consequence, they create a culture where everybody can thrive.

Although the imperative to lockdown and work from home has now passed, employers should remain alert to the impact of loneliness on employee mental and physical wellbeing. Hybrid working is becoming a standard expectation for many workers and it undoubtedly brings them many benefits. Having more autonomy about where and when they work is beneficial to overall wellbeing. But the negatives of working from home in the long-term may be a reduced sense of engagement with the employer and with colleagues. It can lead to people feeling more isolated and less supported. Organisations can facilitate supportive relationships between teammates, colleagues in other departments, managers and leaders, to help maintain a culture of belonging, where everybody matters.

Conclusion

It is crucial that regular two-way communications between managers and employees encourages open conversation and normalises the sharing of problems and asking for help when it is needed. This requires a proactive approach by leaders, so this a part of an overall organisational culture that permeates down from the top. As individuals gain greater awareness of their own wellbeing they can then feel empowered to develop skills that help them continue to build personal resilience.

Good managers make such a difference to their teams. When people are feeling overwhelmed or increasingly under pressure, knowing they can flag this with a manager is really important for them. There are business benefits too. Implementing early intervention strategies that help reduce the risk of burnout can help reduce the number of sick days people take, which in turn minimises the impact to the business. Investing in wellbeing initiatives can help organisations achieve greater productivity, profitability and maintain a more stable, engaged workforce to contribute to its business objectives.

With high numbers of unfilled job vacancies and skills shortages in many sectors, businesses that look after their people will be rewarded with higher retention rates and the stability to support business growth and profit.

Expert insight

The workplace can be crucial for enabling resilience by giving individuals purpose and direction, an opportunity to master skills and boost confidence, and an environment to build strong relationships. However, unleashing these benefits requires a climate where the demands on individuals are fair and balanced with sufficient resources and support.

Jackie Barber
Business Psychologist

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**The workplace
can be a crucial
enabler of resilience.**



METHODOLOGY

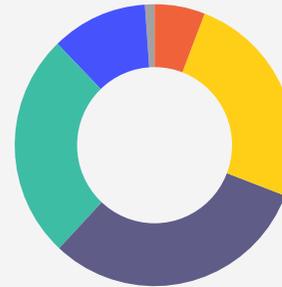
The data used in this report was compiled from 7112 global completions of Wraw, a validated wellbeing and resilience psychometric tool.

Methodology

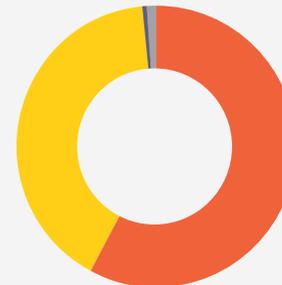
The data used in this report was established using an online valid and reliable self-report psychometric that consists of 112 questions. Results are provided using a 1-10 scoring scale, known as a sten score (standard ten score). This means that an individual's score is considered in relation to the other scores of people who have taken the questionnaire, also known as the comparison group. So, in each case, a score is measured against the scores for everyone else who is in the survey, thus producing highest and lowest comparisons.

The data in this analysis drew on 7112 submissions between January 2021 and March 2022 from over 60 countries worldwide, with 68% of respondents being in the UK, 10% in North America and the remaining 22% from other countries.

The diagrams represent the data most referenced in this research report. The overall dataset of 7112 submissions includes other demographics, that for simplicity, are not included here.



Age	N
18-25	417
26-35	1810
36-45	2223
46-55	1828
Over 55	763
Prefer not to say	71



Gender	N
Female	4093
Male	2929
Non-Binary	13
Prefer not to say	77

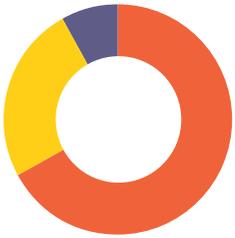


Role Level	N
Director/Executive	780
Senior Manager	1428
Line Manager	1551
Non-manager	3213

Methodology



Work Environment	N
Home-based	1832
Mixed office/site and home-based	2662
Mobile or field-based	268
Office or site-based	2344



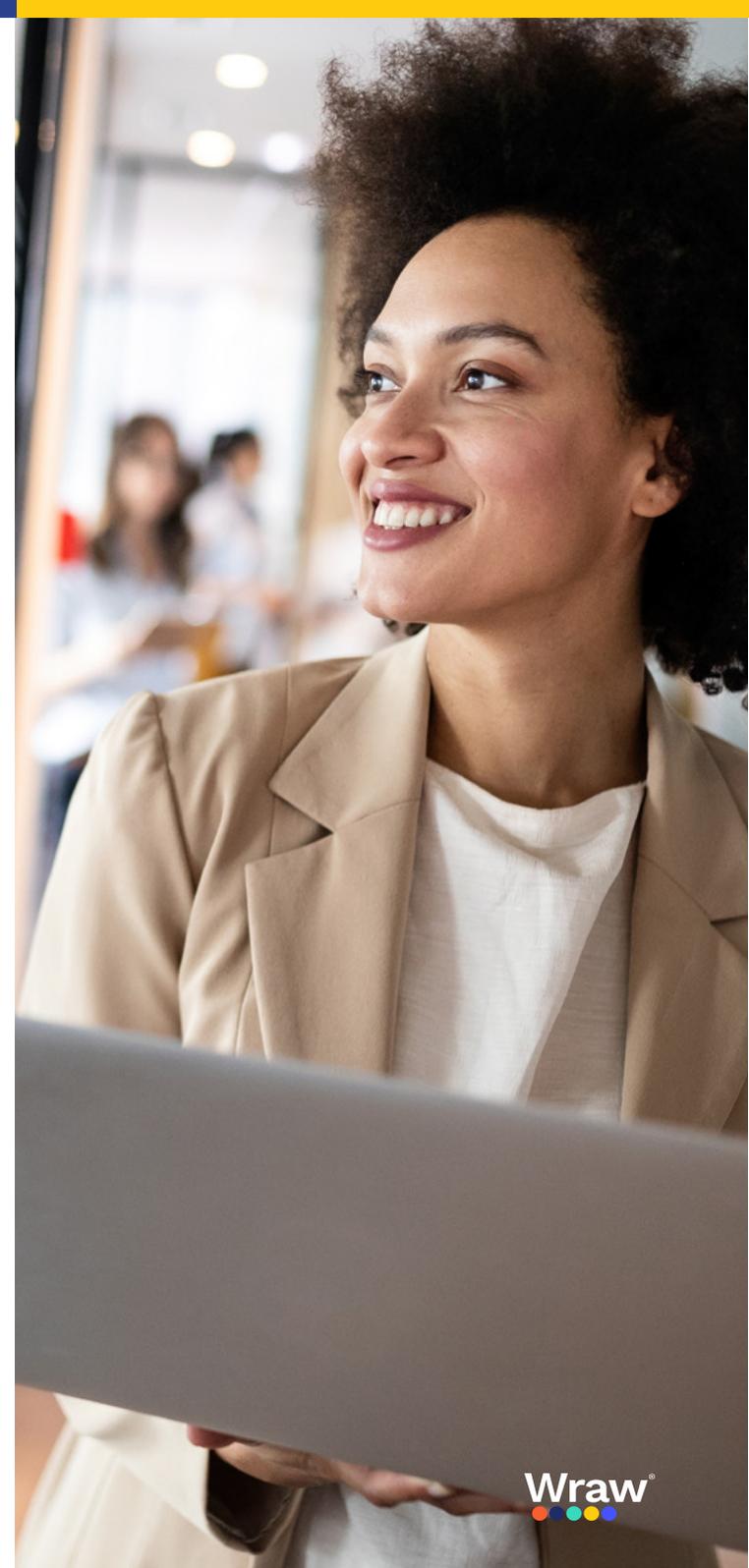
Sector	N
Private sector	4740
Public sector	1792
Third sector/not for profit	580



Industry	N
IT and Information Services	975
Science and Pharmaceuticals	949
Banking and Finance	840
Teaching and Education	713
Charities and Voluntary Work	396
Consulting and Management	207



Department	N
Marketing & sales	807
IT	565
Human resources	548
Finance	524



Acknowledgement Page

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- Our contributors who offered their expert insight based on their experience and knowledge of what is happening in their organisation and industry.

About Wraw

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 a robust, data-driven approach to wellbeing strategy development. Wraw solutions also include a range of workshops and resources. Our distributors (The Wellbeing Project and Kinch Lyons) provide accreditation programmes to build a global network of workplace wellbeing practitioners.



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8th Floor
20 St Andrew Street
London
EC4A 3AG

0800 085 6899

info@thewellbeingproject.co.uk

www.thewellbeingproject.co.uk