



Addressing the impact of COVID-19 Holistic well-being for a resilient workforce

Workforce well-being—a critical part of workforce experience—has never been more important. As we begin to “flatten the curve” of COVID-19, organizations must reinforce their commitment to comprehensive workforce well-being strategies that address worker’s physical, financial, mental, and social well-being as part of business recovery.

Supporting worker well-being is an important aspect of being a social enterprise—an organization that is equally focused on profitability and creating meaningful impact for their workers, customers, and communities they serve.

To support workers, now is the time to establish, or revisit, strategies to understand and meet holistic worker well-being needs and put those strategies into action. In doing so, you can help positively impact your worker’s response to and recovery from the personal and professional stress of COVID-19, and get back to being adaptable, resilient, productive, engaged, and mission-focused.

According to Bersin’s *High-Impact Rewards Study*, high-performing organizations are **11 times more likely to have a broad well-being strategy** that extends beyond physical wellness than low performing organizations¹.

A holistic approach to workforce well-being addresses four pillars:

Physical

Physical well-being includes providing workers support to manage their health, wellness, and physical activity



Questions: Are you prepared to address personal health and safety concerns about returning to work? Will you amend time off programs? What are you doing to promote the cleanliness of the workplace and the availability of testing and treatment?

Financial

Financial well-being includes providing workers support to manage the financial aspects of work and life



Questions: What help will you make available to those who have taken on personal debt to manage expenses? How can you help people deal with market volatility? What support can you provide as workers continue to take care of children and elderly family members?

Mental/emotional

Mental/emotional well-being includes providing workers support to manage their mental health, stress, and work-life integration



Questions: How will you emotionally support employees after extended periods of social isolation and other traumas? What will you do to acknowledge potential emotional scars? Is mental health openly talked about in your organization?

Social

Social well-being includes creating and maintaining a supportive and accepting work environment and culture



Questions: How will you support workers both able and unable to return to work? How will you sustain connections? What will you do to recreate organizational culture and community relations?

Workforce well-being actions during the COVID-19 recovery:

Workforce well-being plays an important role in supporting workforce recovery and sustaining productivity amidst COVID-19

Understand worker needs – Don't assume that all workers have experienced the same impacts of the COVID-19 environment. Understanding your specific and unique workforce, and their needs and concerns, by directly engaging/asking them is key to providing meaningful support.

Personalize – Acknowledge the efforts that have recently been implemented to support workers immediate and critical needs. Concurrently, gather additional worker insights focused on recovery support, identify potential gaps in coverage, and build tailored interventions and communications that will resonate quickly and directly with the changing needs of the workforce.

Be holistic – Tackle all areas of well-being (physical, financial, mental, and social) and look for ways to embed well-being into the daily flow of work and the "new normal" of the recovery environment.

Communicate – Organizations and leaders should continue to communicate about the importance of well-being and the resources available, as well as encourage continued use of the support available.

Adjust – Continue to monitor sentiment, the environment, and worker needs and iterate as needed to maximize impact and promote recovery.

Resources and ideas:

➤ **Gathering workforce sentiment:** Click [here](#) if you would like to learn more about how you can capture worker sentiment to better align your well-being program to your workers' needs.

➤ **Well-being resources:** Click [here](#) to view many of the Empowered Well-being resources that Deloitte has made available to employees, and to the rest of the world through the COVID-19 crisis.

➤ **Leadership and communication:** Click [here](#) to read about how leaders are focusing on the next set of workforce challenges as they plan for the recovery.

Contact:

For more information on how to respond, recover and thrive:

- Connect to Deloitte Leaders www.deloitte.com/COVID-19-leaders
- Visit www.deloitte.com/COVID-19

¹ *Seven Top Findings for Redefining Total Rewards*, Bersin, Deloitte Consulting LLP / Pete DeBellis and Anna Steinhage, 2018.

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