



Employee well-being survey: Identifying the path to success

Agenda

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



Expert opinion



Olena Boichenko
Director Human Capital
Advisory Services
Deloitte Ukraine

66

Focus on human has become even more critical during a global pandemic of COVID-19. Remote work is one of the biggest challenges for both employers and employees. To make the journey from surviving to thriving after the pandemic fast and successful, leaders have to take all measures to support mental and physical health of their employees to help them remain most efficient and to ensure resilience of their organizations. With an expanding role of remote work and technologies in the work environment, it is important to monitor their impact on employee well-being. A number of external factors urged for transformation of the employee well-being management approach from improvising ad-hoc solutions and filling immediate gaps to applying a broader comprehensive approach where leaders are actively engaged in development and implementation of well-being strategies. Employee well-being is not a whim, but rather a key to an organization's overall performance



Olena Bondar
CEO
Wellbeing Company

66

Wellbeing Company is one of the first companies to develop and implement holistic employee well-being programs and services and has been successfully providing the same to Ukrainian and foreign companies for already 2 years. Our observations during this period confirm the key findings of the first Ukrainian survey on employee well-being, which we were pleased to join. Organizations that have an all-embracing well-being strategy in place account for less than 40%. It would be interesting to compare this figure with the number of leaders who understand the correlation between employee well-being and the organization's performance. The report provides insightful information to CEOs, HRDs, and business owners. Every finding of the survey proves that employee well-being is an effective tool for building resilience, financial efficiency, sustainable leadership, and a strong employer brand




- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Employee well-being: what is it and why are we talking about it at all?



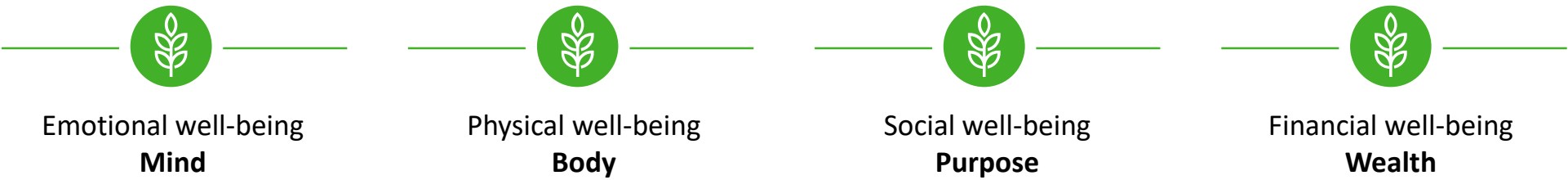
Well-being and its components





Wellbeing is a state of optimal health, happiness, and sense of purpose, with a particular **focus on human** covering their physical energy, emotional and mental engagement

Employee well-being covers four main areas of human life:



Source: Limeade/Quantum workplace – 2016 well-being and engagement report; Research and Sensing Platform by Deloitte

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Why is well-being so relevant to **employees** around the world?



2 in 3

of employees in the United States say they experience depression symptoms at least sometimes¹

38%

of employees in the UK say lockdown has had a negative impact on their well-being²

42%

of millennials in the world say they are stressed all or most of the time³

The most significant human capital challenges during the pandemic in Ukraine⁴:

1

Emotional burnout of employees

2

Difficulties of team communication

3

Uneven distribution of tasks within or between teams

1

Employee well-being: what is it and why are we talking about it at all?

2

Employee well-being management

3

Mental well-being

4

Leaveism and presenteeism

5

Impact of remote work on well-being

6

Impact of technologies on well-being

7

Conclusions: identifying the path to success

Source: 1. [SHRM - COVID-19 Research: Mental Health](#); 2. [Deloitte - Working during lockdown](#) 3. [2020 Deloitte Global Millennial Survey](#); 4. [COVID-19 Ukraine Business Impact Survey: 6 Months of Lockdown. American Chamber of Commerce and Deloitte Ukraine](#)

Why is employee well-being so relevant to **organizations** around the world?



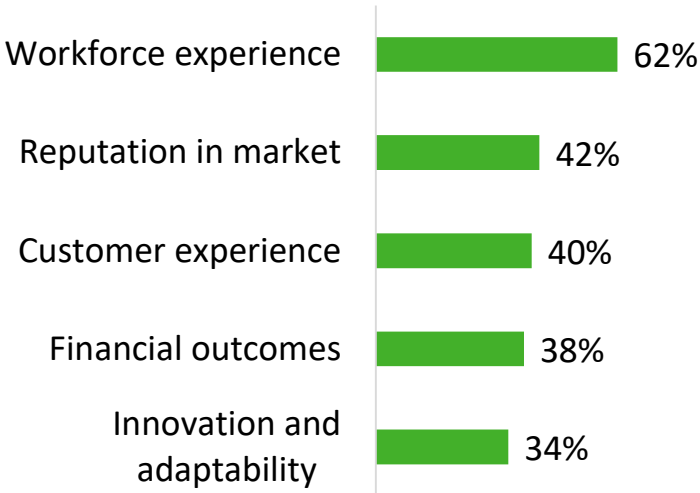
78% of organizations around the world believe that ensuring the well-being of employees is one of the drivers of organizational performance¹

On average, UK employers spend **5.8%** of mean annual earnings due to the poor mental health of employees²

Employees around the world who have mental health problems and do not receive proper care are **50%** less engaged³

96% of organizations around the world say that well-being is organizational responsibility¹

The areas most impacted by the level of employee well-being in organizations around the world¹
(among the organizations that measure the impact of well-being)



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Sources: : 1. [Deloitte Global Human Capital Trends 2020](#); 2. [Mental health and employers: refreshing the case for investment](#); 3. [Willis Towers Watsons – Mental health takes center stage during COVID-19](#)



Realizing the urgency of the issue, we conducted a survey on employee well-being among Ukrainian employers. What insights did we gain?

Survey on employee well-being among Ukrainian employers



What?

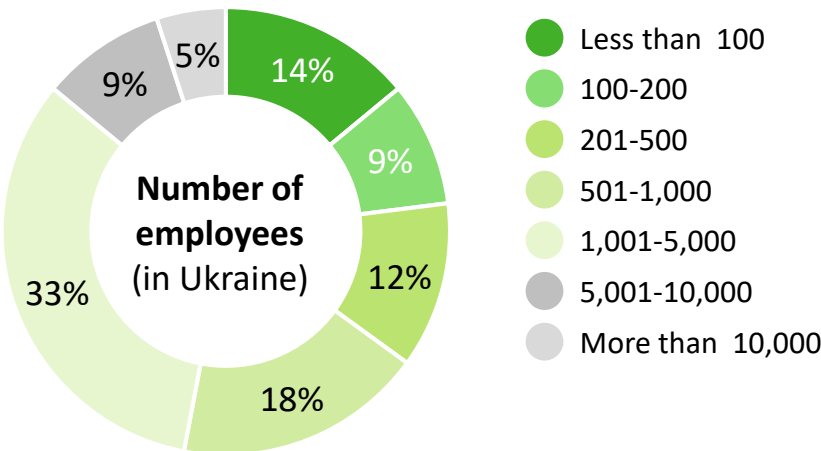
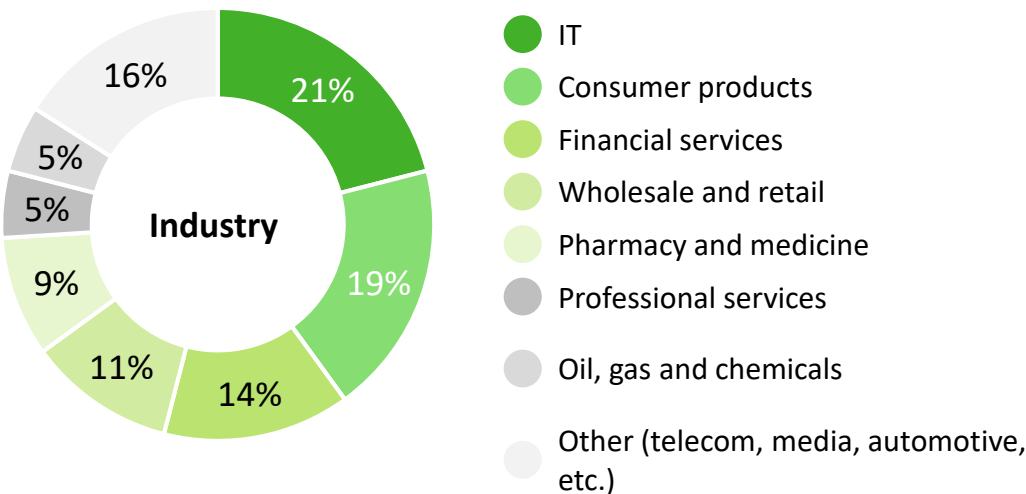
Online survey among Ukrainian employers

When?

December 2020 — January 2021

Who?

57 organizations* in Ukraine



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

* A detailed list of participating companies that have agreed to disclose their name is provided in the Appendix

Key findings (1/2)



All employers take **measures to support employee well-being**, but only 39% of organizations have a formal wellbeing strategy whereas others deal with these issues on an ad-hoc basis

One third of organizations (31%) build their employee well-being programs solely around **healthcare**, while only one in six organizations (16%) implements more comprehensive strategies in terms of well-being as a **social good**

Employee feedback is a key aspect considered when developing and assessing the efficiency of well-being programs

Employers believe that employees regard their **financial well-being and physical well-being** as priority. That is why these two components are typically included by organizations in their corporate well-being programs, in addition to **mental well-being**. Employers tend to pay less attention to social well-being

The most common well-being programs are **implementation of flexible working options**, private medical insurance, and raising awareness of mental health issues

The pandemic has forced most organizations (82%) to **alter their well-being programs**, focusing mainly on remote work, mental health, and expanding insurance program

In 2020, almost all organizations (89%) observed **a positive effect** of the well-being programs implemented. Employers recognize the **enhanced employer brand** and better employee morale and engagement as their greatest achievements

Employers cite **minor illnesses and child care responsibilities** as the key reasons for both **short- and long-term absence** of employees. Most employers do not **track** absences related to **stress and mental disorders**

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Key findings (2/2)



Workload/volume of work is the most common **cause of stress** for employees. The pandemic has also impacted the level of stress: the above cause is followed by ones directly or indirectly related to new conditions of work

More than half of organizations (53%) **take measures to identify and/or reduce stress** at work. Most employers use staff surveys and/or focus groups to identify causes and initiatives to improve work-life balance, especially, flexible working options

Despite the fact that most organizations (71%) **do not track the number of reported common mental disorders**, employers take care of mental health: more than half of organizations (56%) **take steps to manage mental health** of employees at work

Almost half of organizations (48%) **provide psychological support** by involving external or internal psychologists. Some companies mentioned that they have just implemented such service or are planning to implement it in the near future

Although the majority of **leaders** (82%) **understand and support the employee well-being**, the top-management **encourage a focus on mental health** only in one third of organizations (33%), **feel confident in communicating** on such topics in one in five organizations (22%), and are competent to spot the early warning signs of mental ill health in every tenth organization (9%)

Most organizations (76%) **have observed leaveism***. The most common way to discourage leaveism is by monitoring/redistributing the workload. More than half of organizations (63%) **observed presenteeism**** last year. The most common way to discourage presenteeism is by sending people home who are unwell

Most organizations (83%) observe **both positive and negative impacts of remote work** on employee well-being. The most popular methods to reduce the negative effect of remote work are online team meetings, teambuilding, and maintaining comfortable conditions of remote work. Another popular approach is the provision of **additional hardware and other equipment** to increase productivity of employees working remotely (72%)

More than half of organizations (57%) believe that modern **technologies have both positive and negative impacts on employee well-being**. With regards to technologies, respondents consider the ability to work flexibly as their key advantage, and the inability to switch off out of work hours as the biggest challenge for employee well-being

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

* Definition of term leaveism is presented on slide 36

** Definition of term presenteeism is presented on slide 39

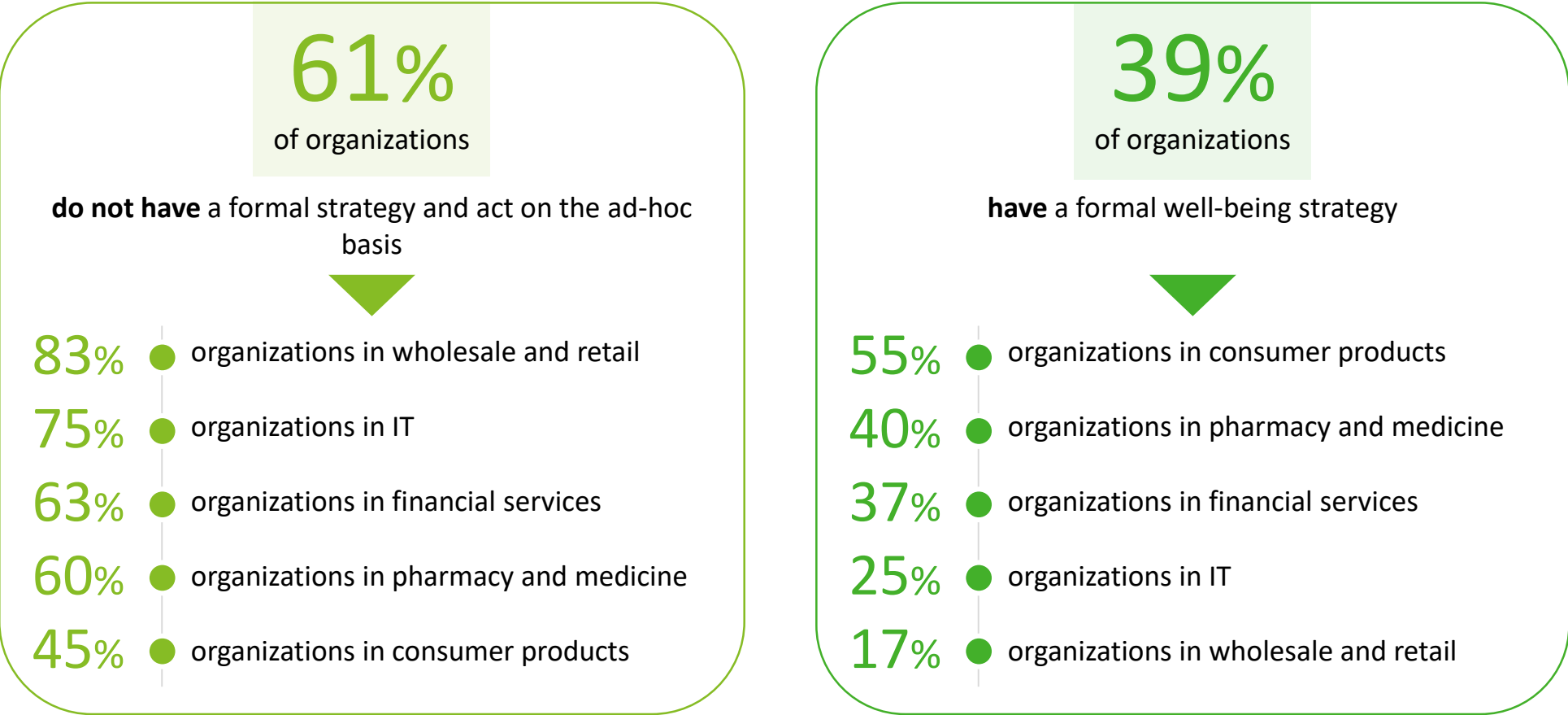
Employee well-being management





Do organizations have an employee well-being strategy?

All employers care about the well-being of employees, but more than half of organizations (61%) have no formalized well-being strategy and rather act on an ad-hoc basis. Though, the case is quite different in the consumer products industry where over half of companies (55%) have a formal well-being strategy in place



Industry data is shown if at least 5 organizations of the particular industry participated in the survey

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

How do companies assess the maturity of their well-being programs?

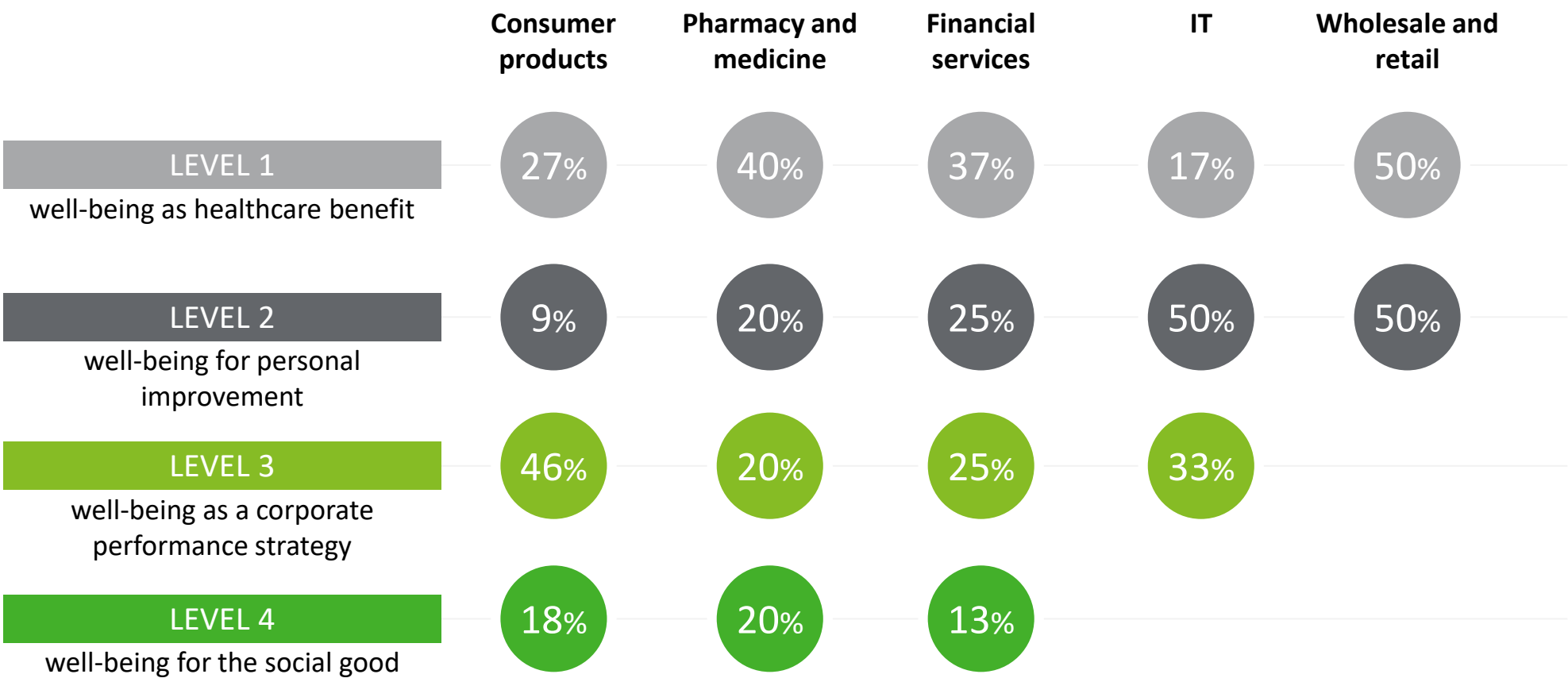
One third of organizations (31%) build their employee well-being programs solely around healthcare, while only 16% implement more comprehensive strategies in terms of well-being for a social good



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What industries have the most mature well-being programs?

Consumer products companies largely assess their employee well-being programs as highly mature (levels 3 and 4). The lowest level of maturity is reported by wholesale and retail companies



Industry data is shown if at least 5 organizations of the particular industry participated in the survey



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



Do leaders and employees of organizations understand the importance of well-being?

All stakeholders understand the importance of and support well-being issues and are interested in implementing well-being initiatives

Senior leaders understand the importance and have employee well-being on their agenda



Line managers understand the importance and have employee well-being on their agenda



Employees are keen to engage in well-being initiatives



Strongly disagree Disagree Neutral Agree Strongly agree

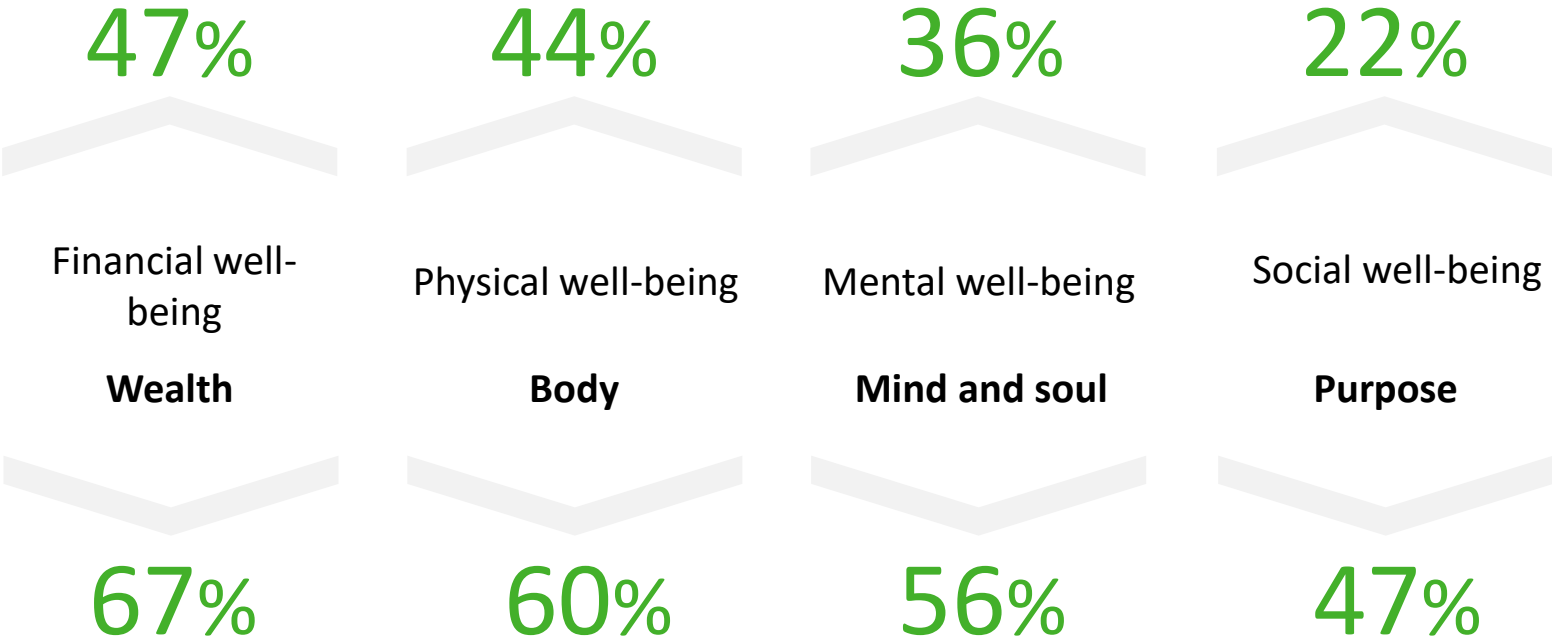
- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



What components of well-being are most important for employees and what actions are most common among employers?

Employers believe that employees regard their financial well-being and physical well-being as priority. That is why these two components are typically included by organizations in their corporate well-being programs, in addition to mental well-being. Employers tend to pay less attention to social well-being

The importance of well-being components for most employees, according to the respondents



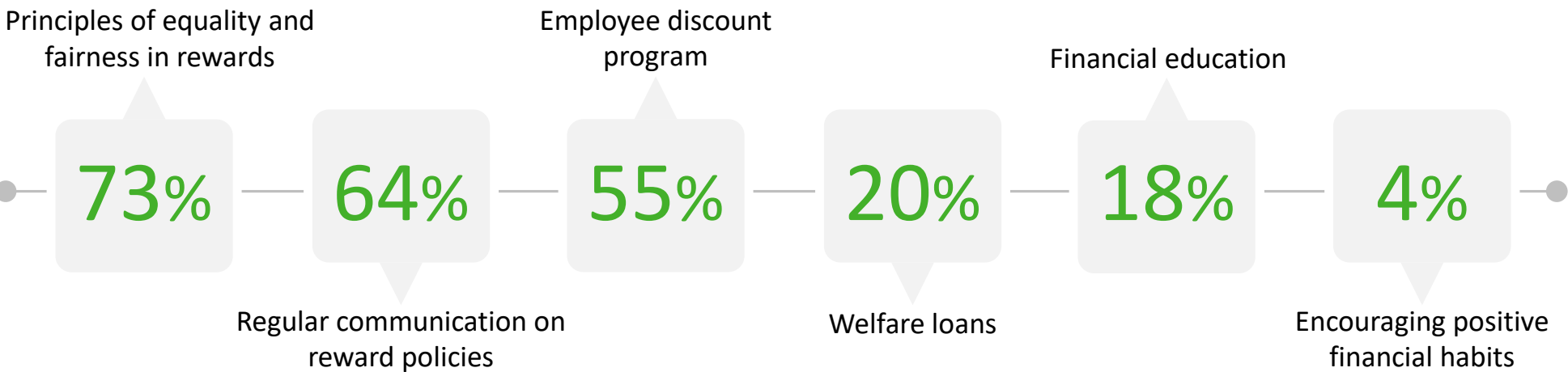
% of companies that cover the well-being component by respective actions to some or great extend

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



What **financial** well-being programs do organizations implement?*

The most common programs for ensuring financial well-being include the principles of equality and fairness in rewards and regular communication on reward policies (e.g. providing Total Rewards Statements, conducting regular meetings with management, newsletters on rewards policies, etc.)



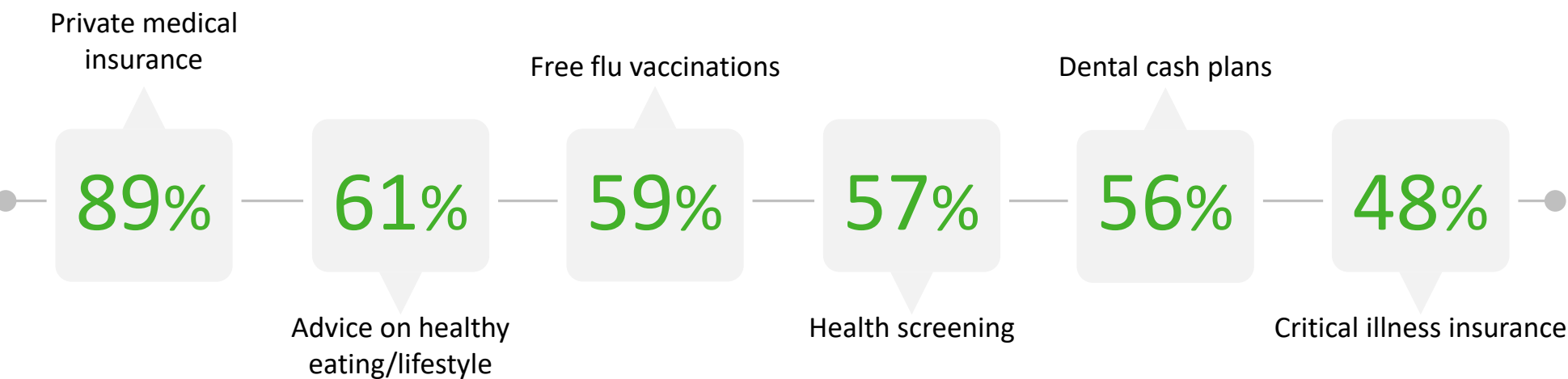
- Other:**
- Unlimited financial aid to employees in difficult straits
 - Sick leave paid in 100% of the regular pay (limited to 15 days/year)
 - Financial seminars, employee assistance program (financial consultations)

* Among those organizations whose actions to a great extent, to some extent and to a small extent cover financial well-being

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 **Employee well-being management**
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What **physical** well-being programs do organizations implement?* (1/2)

The vast majority of organizations (89%) provide private medical insurance

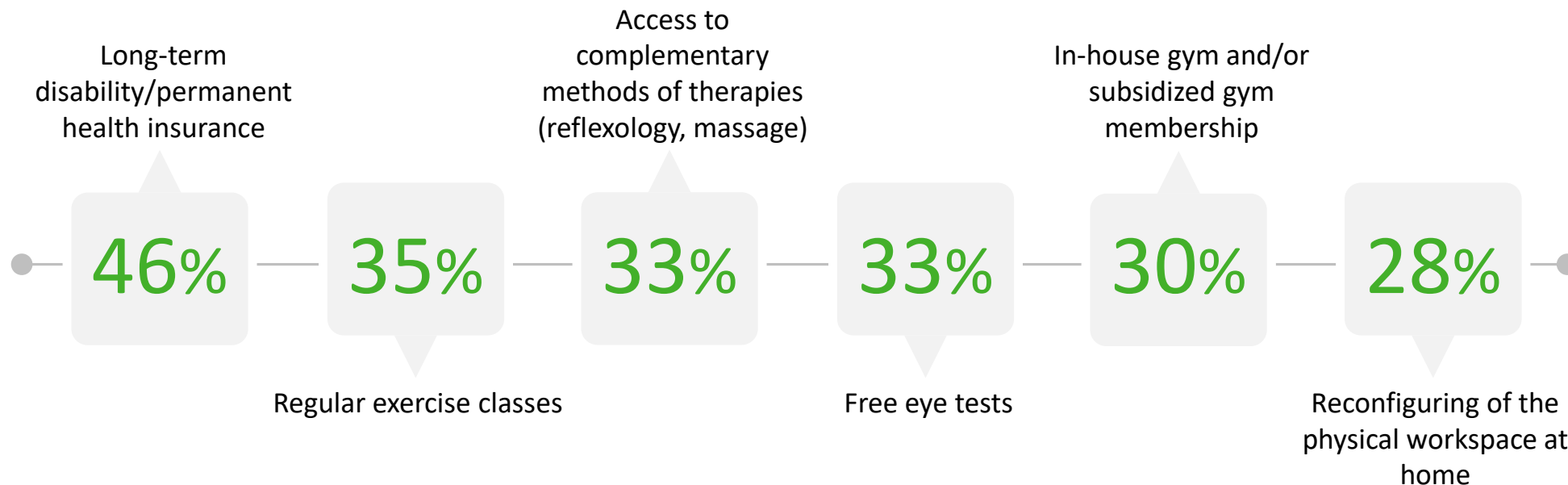


** Among those organizations whose actions to a great extent, to some extent and to a small extent cover physical well-being*



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What **physical** well-being programs do organizations implement?*(2/2)



Other:

- Free COVID-19 testing
- Financial compensation for treatment of COVID-19
- Massage room, nurse works
- Stop smoking support

* Among those organizations whose actions to a great extent, to some extent and to a small extent cover physical well-being



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What **mental** well-being programs do organizations implement?*

The most common well-being programs are implementation of flexible working options, and raising awareness of mental health issues



Other:

- Mental health first aid training
- Trainings for managers to provide support to employees with mental disorders
- Phased return to work after overcoming the signs of mental disorders

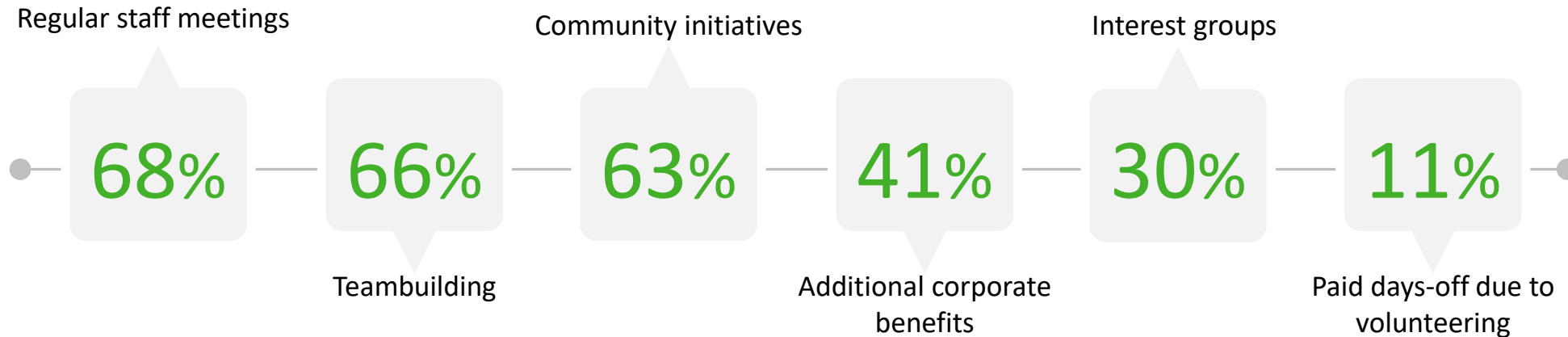
* Among those organizations whose actions to a great extent, to some extent and to a small extent cover mental well-being



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What **social** well-being programs do organizations implement?*

The most common social well-being programs are regular staff meetings, teambuilding, and encouraging employees to participate in community initiatives, such as clean-up days or volunteering



Other:

- A lot of initiatives have been postponed due to the pandemic, such as garbage sorting in the office and at the factory
- Office parties, wine tastings, movie nights, meetups
- Before the quarantine, there were teambuilding within functional units
- Online employees meetings
- Gifts for children of employees for the holidays: Children's Day, St. Nicholas Day

* Among those organizations whose actions to a great extent, to some extent and to a small extent cover social well-being



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What factors have the greatest impact on the choice of well-being programs?

Two thirds of organizations (68%) say that employee feedback is a key factor when selecting well-being programs. Another factor considered by most organizations (59%) is that the well-being programs are in line with the organization's well-being strategy

68%

of organizations

take into account employee **feedback**

59%

of organizations

adopt their well-being programs to their **well-being strategy***

56%

of organizations

take into account **value for money** in terms of level/number of benefits available to employee

51%

of organizations

take into account managing the health **issues identified** in the organization

51%

of organizations

take into account **budget** constraints

33%

of organizations

take into account **competitiveness** among employers

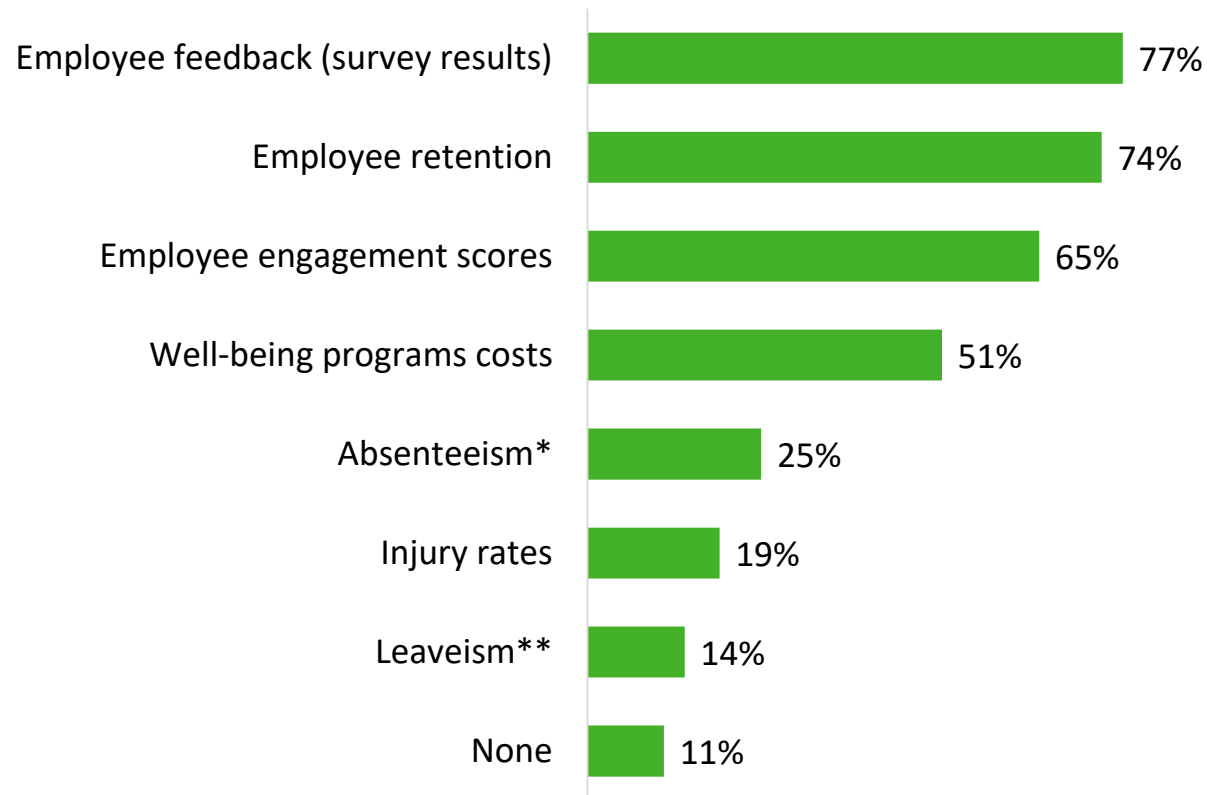
** Among those organizations that have a formal well-being strategy*



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What metrics do organizations monitor to manage employee well-being?

Quite different metrics are used by organizations in the process of managing the level of well-being: most often employers analyze the results of employee surveys, as well as employee retention rate, and employee engagement scores



* Absenteeism is defined as when employees have an unscheduled absence

** Definition of "leaveism" is given on slide 36

*** Definition of "presenteeism" is given on slide 39

Other (less than 9%):

- Well-being programs financial outcomes
- Presenteeism***
- Analysis of used vacation days, time charge



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



What did organizations change in the employee well-being programs due to the pandemic?

The pandemic has affected the well-being programs of most organizations: 82% of employers have altered their well-being programs, focusing on remote work, mental health, and expanding insurance programs



Changes in well-being programs*

- 79% ● Made focus on working remotely
- 64% ● Made greater focus on mental health
- 60% ● Expanded insurance programs
- 57% ● Created thematic workshops for the employees
- 32% ● Implemented meditation or related programs

* Among the organizations that have changed well-being programs due to the pandemic

Other:

- Implemented employee assistance program
- Provided employees with personal protective equipment (masks, gloves, disinfectants)
- Closed dining rooms
- Compensation for COVID-19 testing
- Financial compensation for treatment of COVID-19, change of communication parameters, for the period of lockdown providing office workers with a taxi service (for those who could not work at home)
- Improved working conditions in offices (safety), implemented extra bonuses
- Provided delicious surprises during remote work

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What achievements do organizations have in their efforts to improve well-being?

Most organizations have succeeded in improving employee well-being in 2020: only 7% of respondents did not achieve any results. Most organizations have achieved results in enhancing employer brand, and better employee morale and engagement

58%
Enhanced employer brand

56%
Better employee morale and engagement

46%
Better staff retention

39%
Increased level of innovation and adaptability

37%
Improved productivity

35%
Creation of a healthier and more inclusive culture

35%
Reduced work-related stress

33%
Improved quality of customer service

30%
Lower sickness absence rate

21%
Reduced professional burnout

7%
No achievements

4%
Do not measure the impact



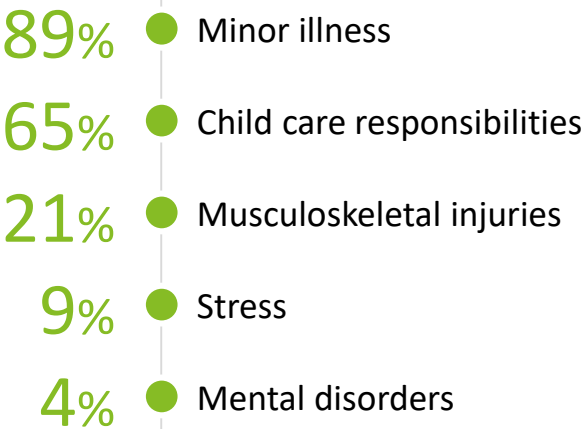
- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



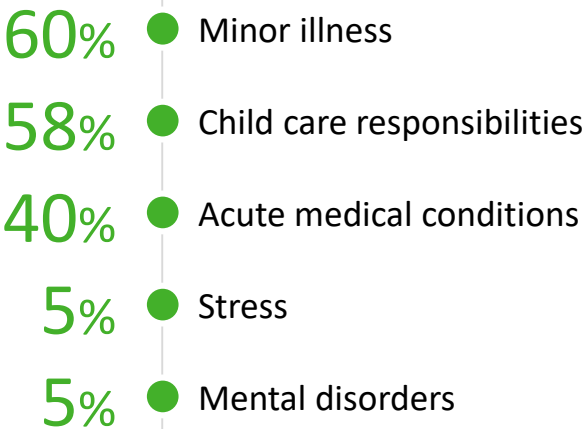
What are the most common causes of employees' absence?

Employers report minor illnesses and child care responsibilities among the main reasons for both short-term and long-term absences. Interestingly, less than 10% of organizations identify stress and mental disorders as grounds for being absent from work. Though the case may be that employers just do not know the real reasons for absence of an employee at work: according to the Deloitte Global Millennial Survey 2020, 29% of millennials took time off work due to anxiety or stress in the past 12 months, but only less than half (44%) openly informed the employer that they would be absent for these reasons

Causes of **short-term** absence



Causes of **long-term** absence



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 **Employee well-being management**
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Mental well-being



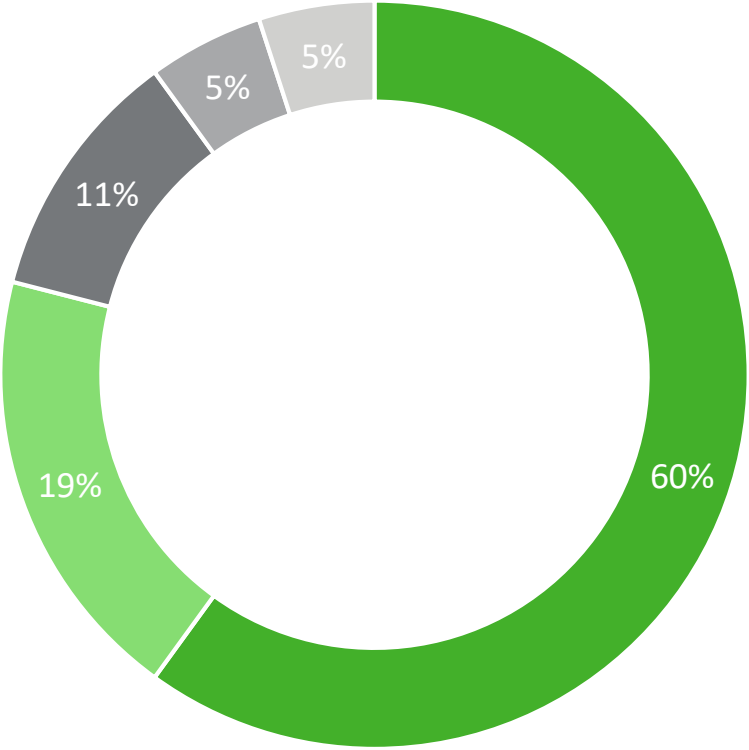


How stress-related absence rate has changed in organizations over the past year?

More than half of organizations (60%) say they do not track stress-related absences, which may indicate that employers are often unaware of the real reasons for an employee's absence

Change in the number of employees who are absent from work due to stress over the past year

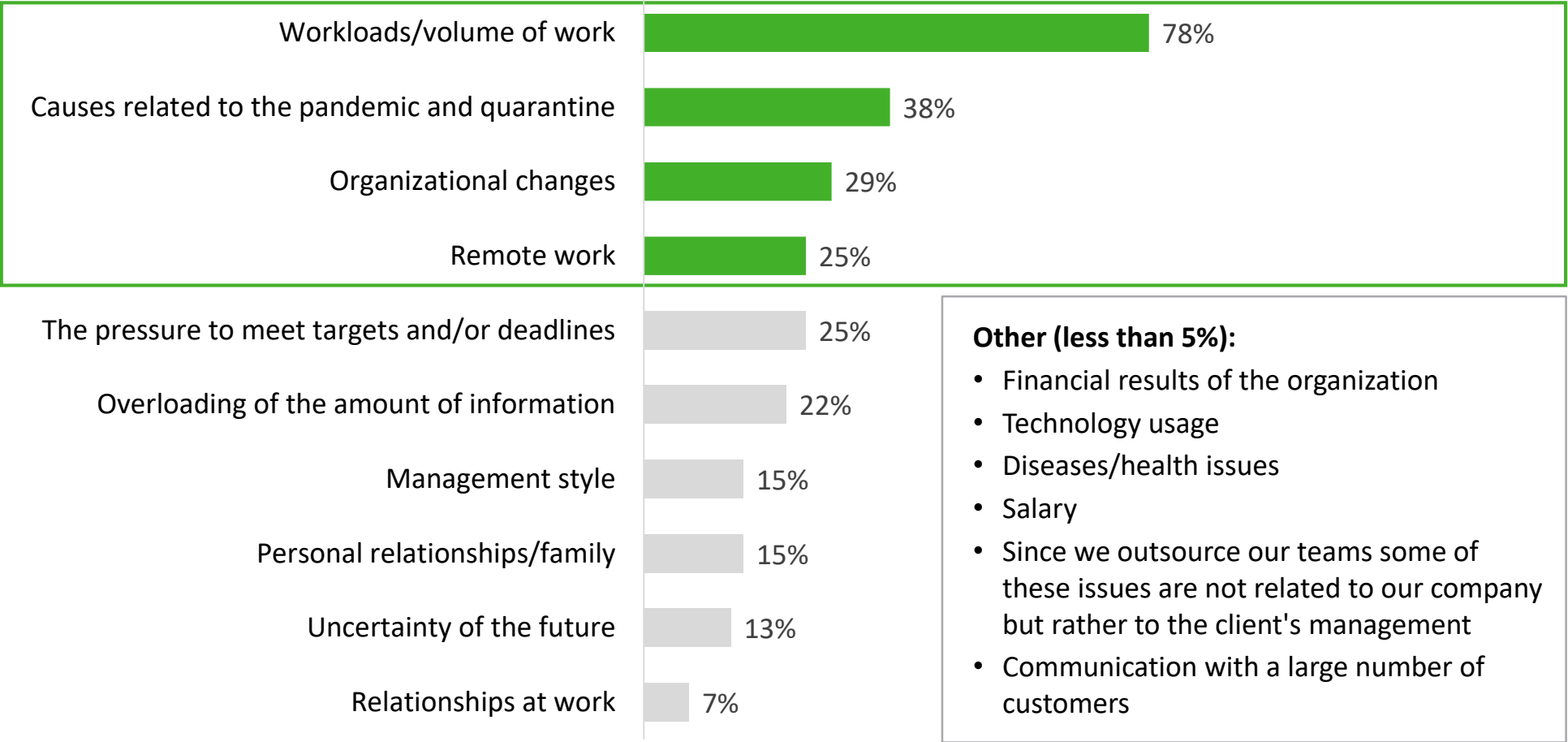
- Organizations say that **do not track** stress-related absence
- Organizations say that **there is no** stress-related absence
- Organizations say that this rate remained **unchanged**
- Organizations say that this rate **decreased**
- Organizations say that this rate **increased**



- Employee well-being: what is it and why are we talking about it at all?
- Employee well-being management
- Mental well-being**
- Leaveism and presenteeism
- Impact of remote work on well-being
- Impact of technologies on well-being
- Conclusions: identifying the path to success

What are the most common causes of stress at work?

The most common cause of stress for employees in most organizations (78%) is workload/volume of work, followed by causes directly or indirectly related to the pandemic

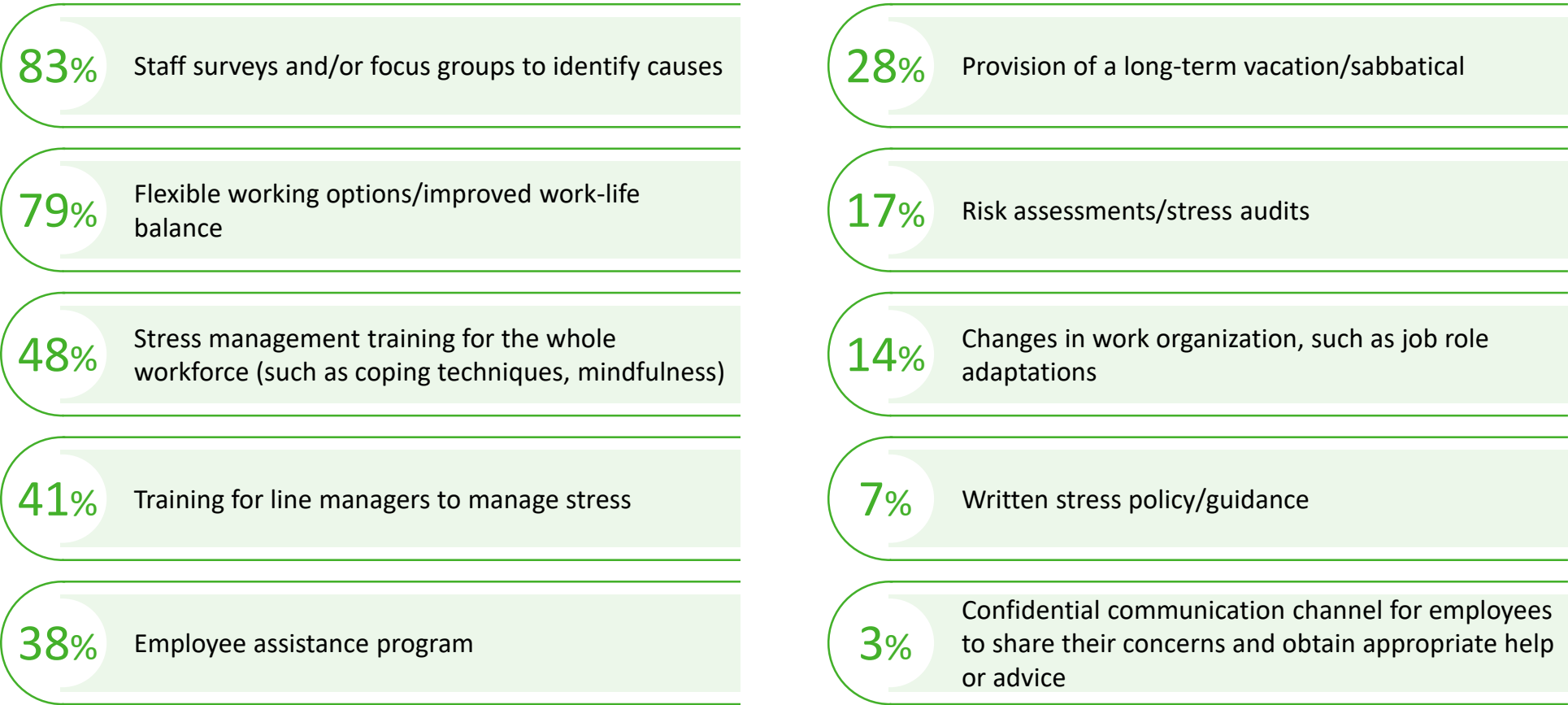


- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 **Mental well-being**
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

How do organizations identify and reduce stress at work?

Organizations make efforts to overcome stress at work: more than half of organizations (53%) take measures to identify and/or reduce stress at work, often using staff surveys to identify causes and initiatives to improve work-life balance, in particular, flexible working options

53% of organizations take measures to identify and/or reduce stress in the workplace:



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 **Mental well-being**
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

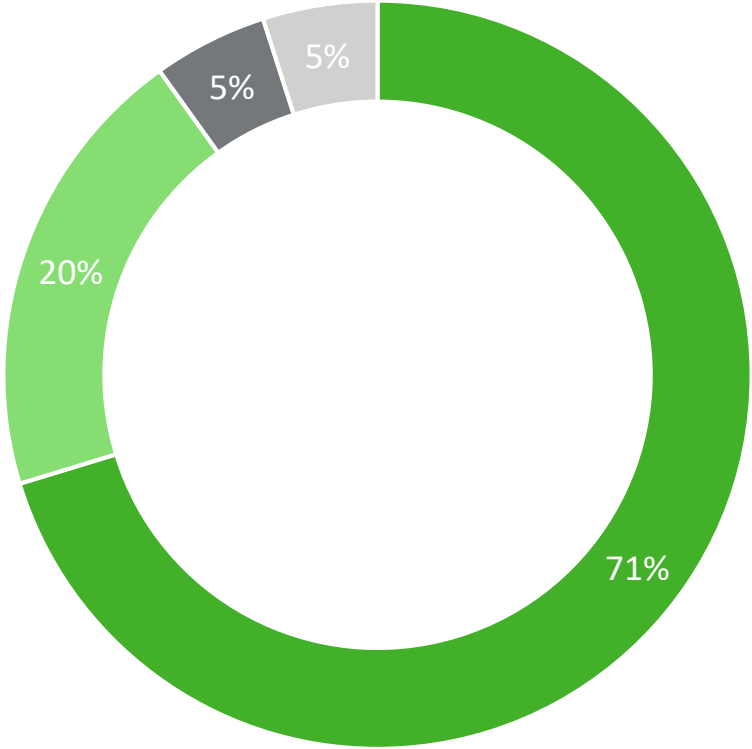


How did the number of mental disorders* change over the past year?

Most organizations (71%) do not track the number of mental disorders*. Only a small number of companies monitored the dynamics of mental disorders among employees, and approximately the same number of companies recorded an increase (4%) and no change (5%) of such cases over the past year

Change in the number of the reported mental disorders* among employees over the past year

- Organizations **do not track** the number of mental disorders
- Organizations say that **no** employees have **reported** mental disorders
- Organizations report no **change**
- Organizations say that this number **increased**

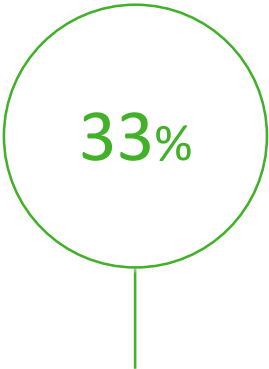


* Examples of mental disorders include clinical depression, anxiety disorders, schizophrenia, eating disorders and addiction

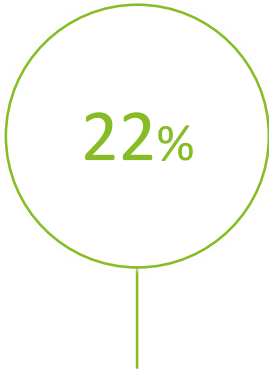
- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 **Mental well-being**
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

How do managers care about the mental health of employees?

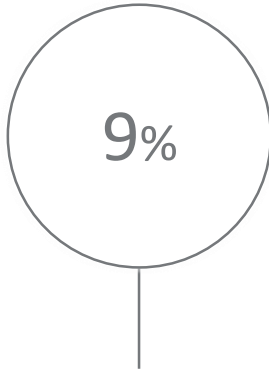
Managers are not fully involved in mental health promotion and employee support: the top-management encourage a focus on mental health only in one third of organizations (33%), feel confident in communicating on such topics in one in five organizations (22%), and are competent to spot the early warning signs of mental ill health in every tenth organization (9%)



Organizations have senior leaders who **encourage a focus on mental well-being** through their actions and behavior



Organizations have managers who are confident to have sensitive discussions around **mental health** and signpost staff to expert sources of help if needed



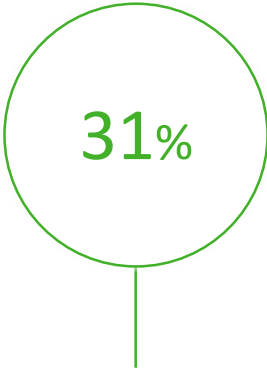
Organizations have managers who are confident and competent to spot the **early warning signs of mental disorders**



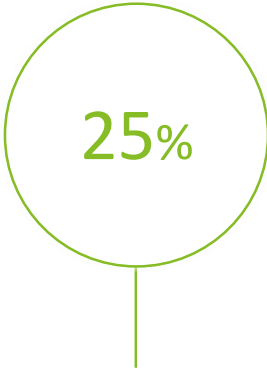
- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 **Mental well-being**
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Are employees aware of mental health issues?

Despite the fact that employers are actively implementing mental health programs, employees are aware of such programs only in a third of organizations (31%) and of the effect of mental disorders only in every fourth organization (25%)



Organizations believe that **employees are well informed about support programs** for mental health offered by the organization



Organizations believe that employees are **well informed about mental health risks and symptoms**



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 **Mental well-being**
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Leaveism and presenteeism



What is leaveism?



Leaveism:

- refers to workers **taking annual leave** to catch up on their **workload** or **working outside of their office hours**
- refers to employees using flexitime, annual leave, rest days, and other **leave entitlement schemes** not for rest but to **recover** because they are in fact too unwell to work



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 **Leaveism and presenteeism**
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Have organizations observed leaveism over the last 12 months?

Cases of leaveism occur in most organizations: over the past year, leaveism was not observed in only a quarter of respondents (24%)

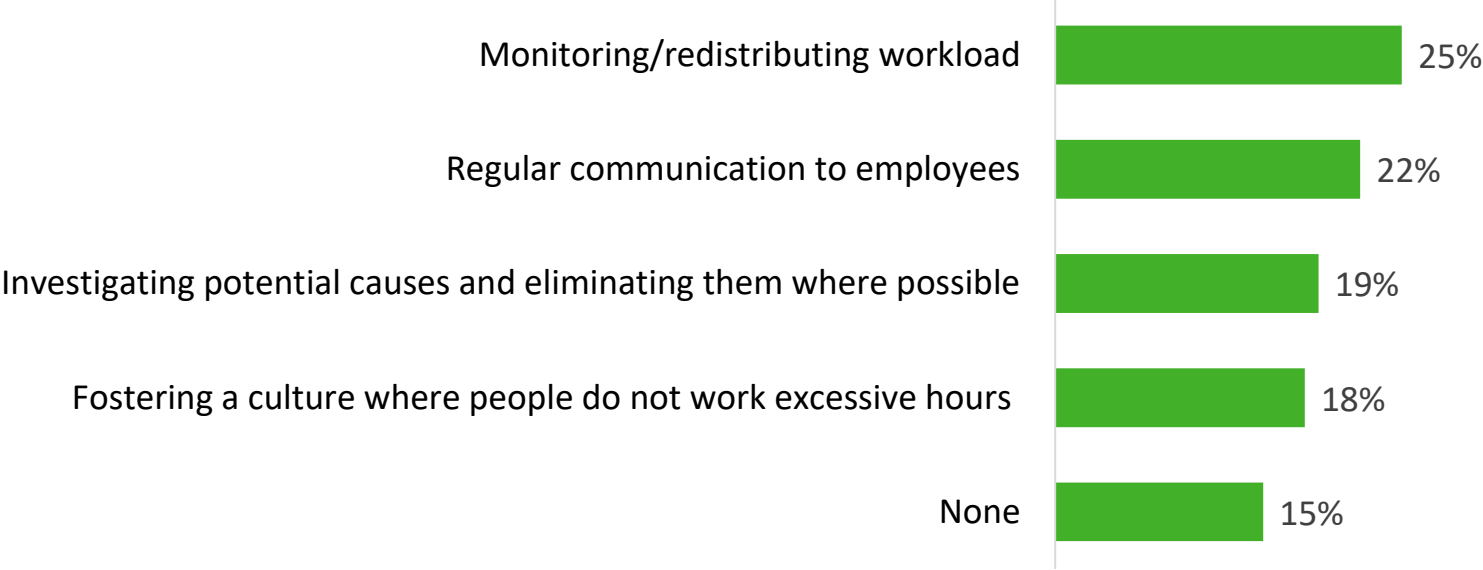


- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 **Leaveism and presenteeism**
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



What steps do organizations take to discourage leaveism?*

The majority of organizations (85%) seek to reduce the impact of leaveism by monitoring/redistributing workload and communicating to employees on a regular basis



Other (less than 6%):

- Training line managers to spot the red flags
- Ensuring that attendance management policies do not promote leaveism
- Leaders role modelling by not working outside of their office hours
- Sending people home who work outside of office hours

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 **Leaveism and presenteeism**
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

* Among those organizations that observe leaveism

What is presenteeism?



Presenteeism:

- is defined as the problem of employees who are not fully functioning in the workplace because of an illness, injury or other condition, **but continue to attend the office or work remotely**



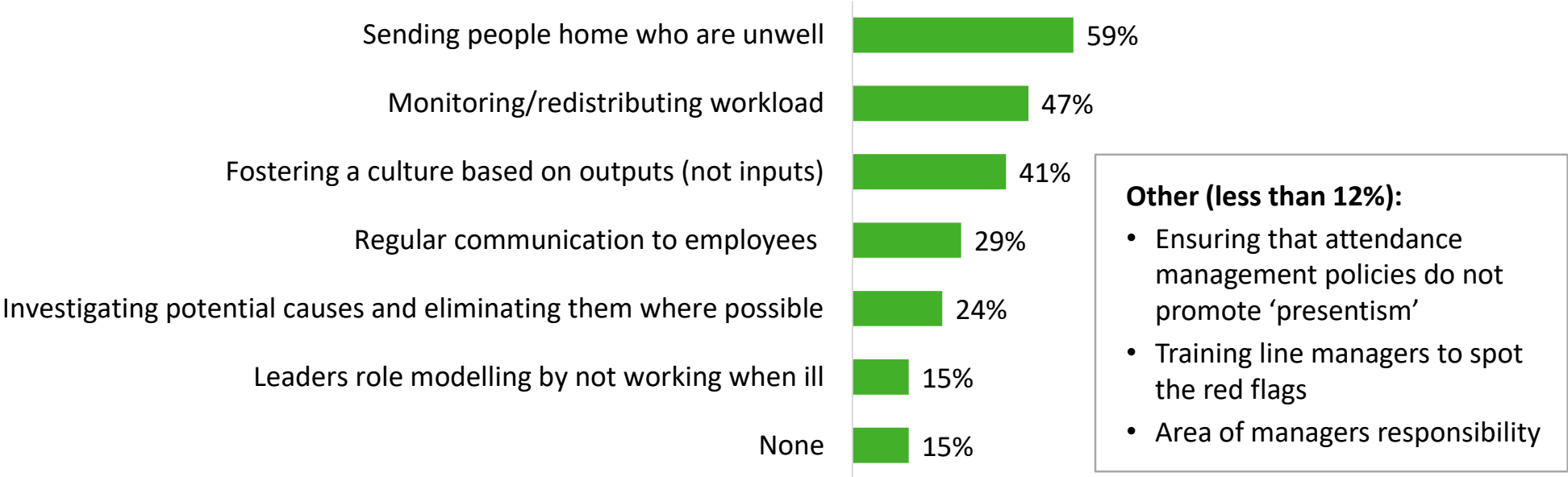
- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 **Leaveism and presenteeism**
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What steps do organizations take to discourage presenteeism?

Presenteeism occurs in organizations: more than half of organizations (63%) observed presenteeism last year. The majority of organizations (85%) try to eliminate the impact of presenteeism, mainly by sending people home who are unwell, monitoring/redistributing workload, and fostering a result-oriented culture

63% of organizations observed presenteeism.

To solve this problem, they used the following tools:



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 **Leaveism and presenteeism**
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

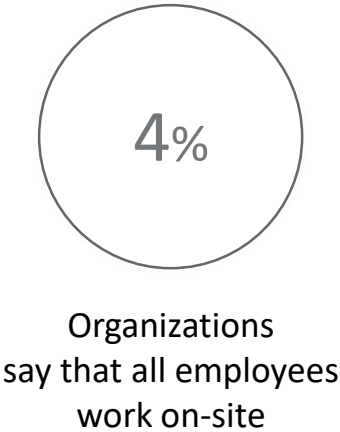
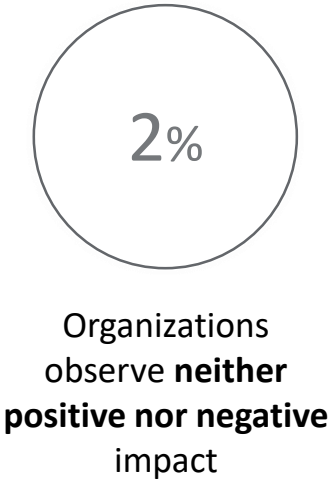
Impact of remote work on well-being





What overall impact does remote work have on employee well-being?

Most organizations (83%) observe both positive and negative impacts of remote work. The vast majority (81%) implement initiatives to reduce the negative impact



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



What methods do organizations use to reduce the negative impact of remote work on employee well-being?*

Companies implement various initiatives to reduce the impact of remote work. The most common of which are online team meetings, teambuilding, and providing comfortable remote working conditions



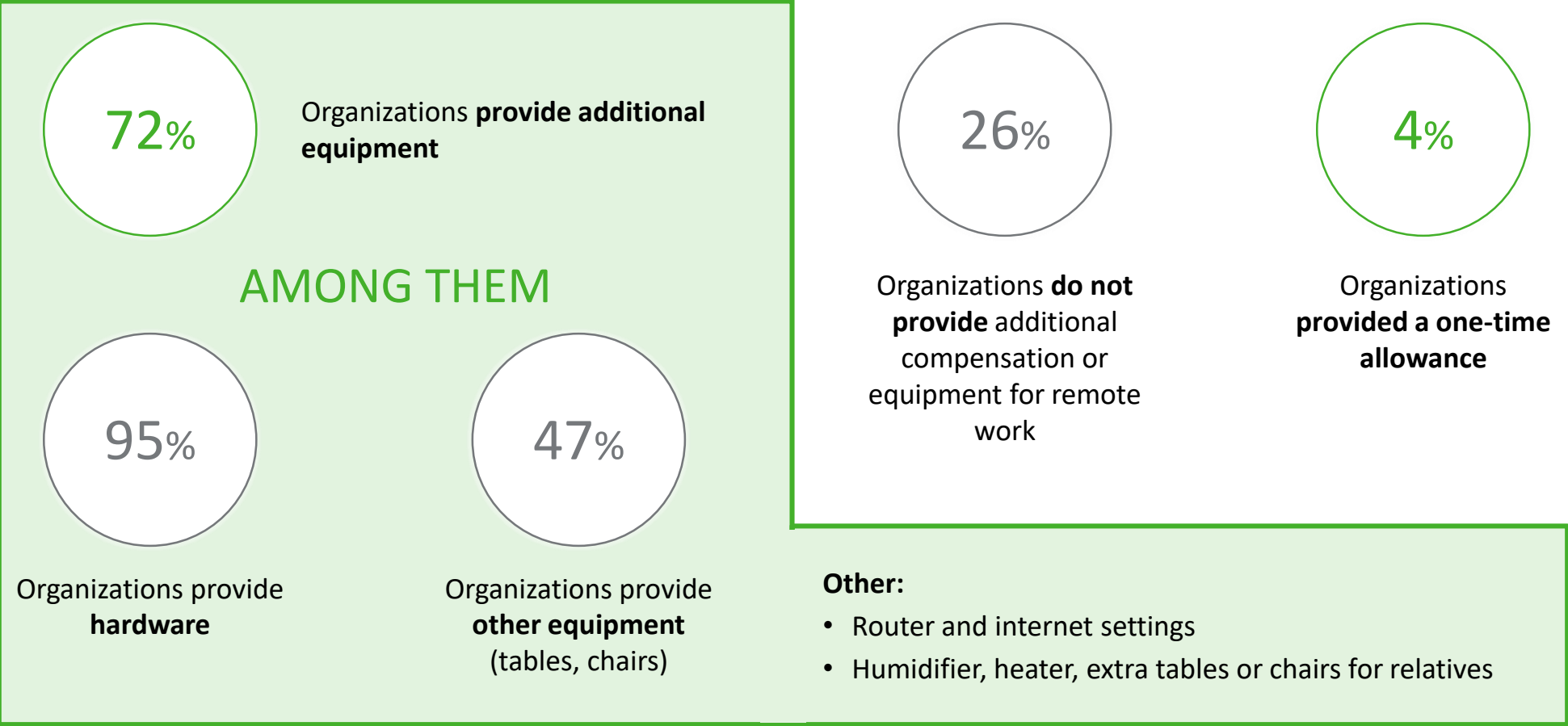
* Answers are presented in descending order of the number of mentions

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



What additional support do organizations provide for remote work?

The vast majority of organizations (72%) provide additional equipment for comfortable remote work (work equipment, tables, chairs, routers, etc.). A small part (4%) provides compensation in the form of a one-time allowance



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Impact of technologies on well-being

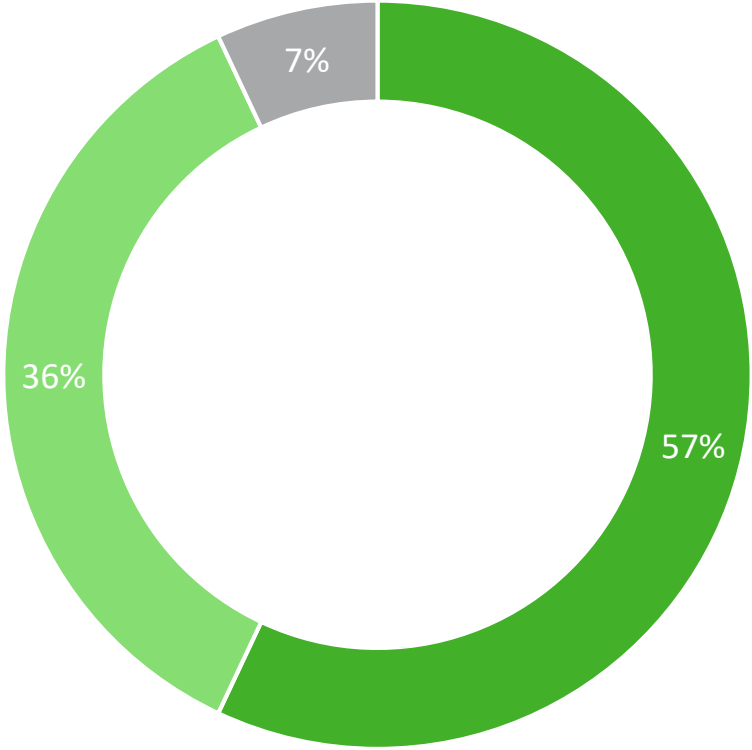




What overall impact do technologies have on employee well-being?

The development of modern technologies has both positive and negative impacts on employee well-being — this was stated by 57% of respondents. One third (36%) report only a positive impact of technologies

- Organizations observe **both positive and negative** impacts of technologies
- Organizations observe only a **positive** impact of technologies
- Organizations observe **neither positive nor negative** impact of technologies

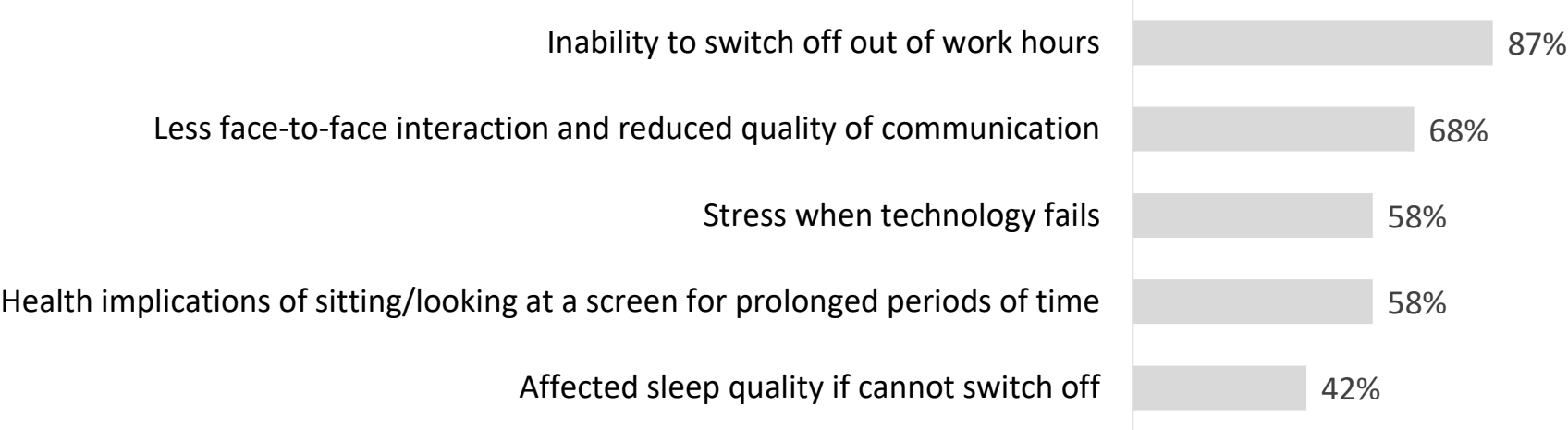


- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



What negative impact do technologies have on employee well-being?*

The biggest challenge of using technologies is the inability to separate work and personal life



Other (less than 3%):

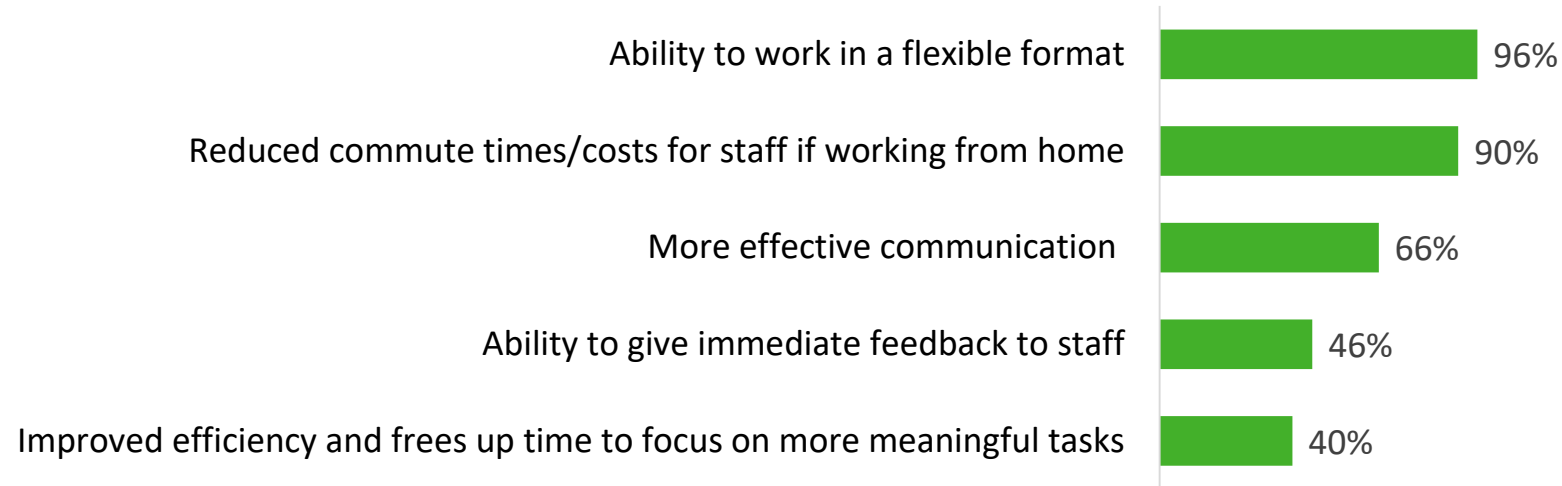
- A feeling of surveillance
- Increased utility costs (water, light, etc.)
- Longer duration of some processes
- The loss of team spirit

* Among those organizations that observe both positive and negative impacts of technologies

- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What positive impact do technologies have on employee well-being?*

The biggest positive effect of using technologies is the ability to work in a flexible format



Other (less than 36%):

- Enhancing of employee voice
- More control over employees` work and/or working pattern
- Ability to collect data on the health and well-being of employees

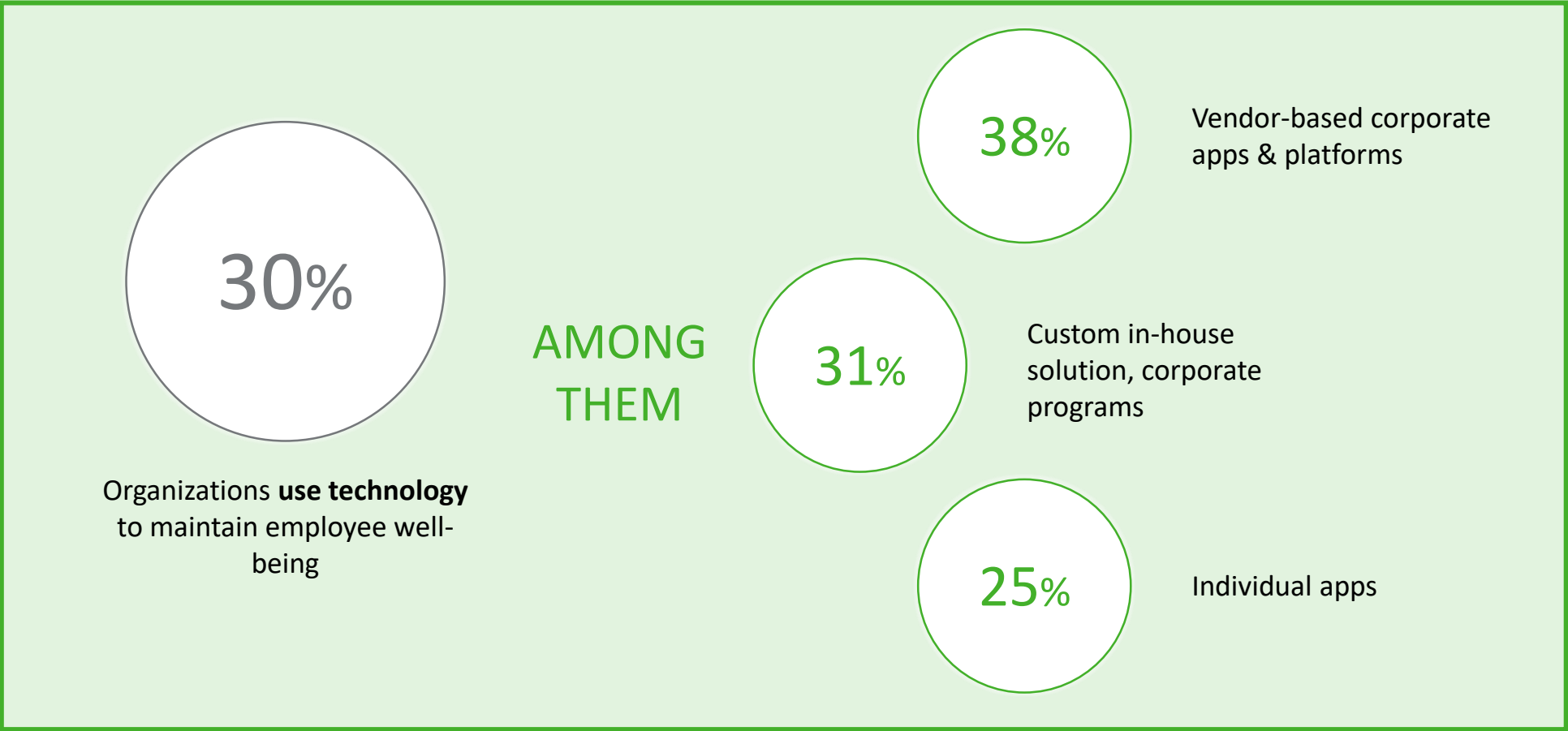
* Among those organizations that observe only positive and both positive and negative impacts of technologies



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

What technology solutions do organizations use to support employee well-being?

Not all organizations use the full potential of technology to address well-being-related issues: only a third (30%) use technology solutions to maintain employees well-being



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Conclusions: identifying the path to success



Conclusions: recommendations for employers



Consider developing a **holistic well-being strategy** and implementation of a cohesive set of actions, strive not to implement ad-hoc actions targeted only at current employee needs — this could lead to building sustainable and resilient well-being

Implement initiatives to **increase leaders' maturity** on managing employee well-being — this could increase the efficiency of well-being programs and integrate well-being into the culture of the organization

Strengthen the strategy and programs with appropriate **well-being policies**— this could improve employee experience and provide a holistic approach to ensuring well-being

Gather feedback of employees while developing well-being programs — this could increase the efficiency of the actions to be implemented

Consider improving well-being programs by addressing all 4 pillars (**social, mental, physical, and financial**) — this could help make the set of well-being programs more balanced and increase its value for employees

Implement initiatives to **raise awareness of employees about mental health** — this could decrease the impact of stress and mental disorders at work and cases of ignoring these issues at work

In addition to exploring stress at work, implement actions to decrease its impact, including measures aimed to **redistribution of workload** — this could help to decrease stress at work

Implement programs aimed to help employees **switch off out of work hours** and to **increase communication quality and frequency** — this could smooth out the impact of technologies on well-being

Consider **the use of technologies to maintain** employee **well-being** — this could help to broaden the scope of well-being programs and maximize team efforts

1 Employee well-being: what is it and why are we talking about it at all?

2 Employee well-being management

3 Mental well-being

4 Leaveism and presenteeism

5 Impact of remote work on well-being

6 Impact of technologies on well-being

7 Conclusions: identifying the path to success

Contacts



Olena Boichenko
Director
Human Capital Advisory Services
Deloitte Ukraine
oboichenko@deloitte.ua
+380 (50) 302 86 48

LinkedIn: [Olena Boichenko](#)



Valentina Khandurina
Senior consultant
Human Capital Advisory Services
Deloitte Ukraine
vkhandurina@deloitte.ua
+380 (50) 177 61 34

LinkedIn: [Valentyna Khandurina](#)



Olena Bondar
CEO
Wellbeing Company
a.bondar@wellbeing.vision
+380 (50) 331 60 46

LinkedIn: [Elena Bondar](#)



Anna Krylova
Consultant
Human Capital Advisory Services
Deloitte Ukraine
akrylova@deloitte.ua
+380 (66) 231 39 26

LinkedIn: [Anna Krylova](#)



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success

Appendix



List of companies that took part in the survey*

- Agrii Ukraine
- American Chamber of Commerce in Ukraine
- ARX
- Auchan
- Autodoc
- Ciklum
- Clario
- Colgate-Palmolive
- Comfy
- Credit Agricole Ukraine
- Danone
- Dev.Pro
- ELEKS
- GSK Consumer Healthcare Ukraine
- iDeals Solutions
- Imperial Tobacco Ukraine
- Innoware
- Intellias
- JTI
- Lactalis Ukarine
- Luxoft
- McDonald's Ukraine
- Miele
- Mondelez Ukraine
- Moneyveo
- Naftogaz Group
- National Bank of Ukraine
- Novus
- Olvia
- OTP Bank
- Piraeus Bank
- Servier Ukarine
- Silpo
- SoftServe
- StarlightMedia
- UKRSIBBANK BNP PARIBAS
- Ukrtransgaz
- YouScan
- Yuria-Pharm
- Zhuk

* Companies that have agreed to disclose their name

© 2021 Limited Liability Company "Deloitte & Tousse". All rights reserved.



- 1 Employee well-being: what is it and why are we talking about it at all?
- 2 Employee well-being management
- 3 Mental well-being
- 4 Leaveism and presenteeism
- 5 Impact of remote work on well-being
- 6 Impact of technologies on well-being
- 7 Conclusions: identifying the path to success



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

Deloitte provides audit, consulting, financial advisory, risk management, tax, and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500 companies. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte's more than 264,000 professionals are committed to making an impact that matters.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte Network”) is, by means of this communication, rendering professional advice or services. Before making any decisions or undertaking any actions that may affect your financial position or business, please consider consulting a qualified expert. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.