

# Understanding well-being at work to improve talent outcomes

## Identifying those who are 'well at work' could help employers address core needs of their workforce and may improve talent outcomes

We asked workers about how they're feeling about work and their workplace. To identify those who are well at work, we identified those who are satisfied in their job, describe the current state of their work as good, and are not likely to leave their jobs in the next six months. We consider these employees to be doing **well at work** and those who do not meet all three criteria as being **restless within their jobs**.

**28% of employees describe their current work as very good or quite good, are very/extremely satisfied in their job, and not likely to leave their company in the next 6 months, while 72% are restless in their jobs**



■ Well at Work ■ Restless

Questions: How satisfied are you with your job overall? How would you describe the current state of your work? How likely are you to leave your organization in the next 6 months?

Source: The Fidelity Global Sentiment Survey 2023.

## Work/life balance and psychological needs differentiate those who are well at work from those who are restless....

Benefits offerings support employees in various stages of their lives and wellbeing. Fidelity's research identifies benefits as ranging from **tangible benefits** (core benefits and compensation, targeted benefits) to **intangible benefits** (work/life balance and support for psychological needs).



Compensation	Core Benefits	Targeted Benefits	Work/Life Balance	Psychological Needs
<ul style="list-style-type: none"> <li>Competitive base</li> <li>Attractive bonuses</li> <li>Equity compensation</li> </ul>	<ul style="list-style-type: none"> <li>Health insurance plan</li> <li>Workplace retirement plan</li> </ul>	<ul style="list-style-type: none"> <li>Retiree medical</li> <li>Paid parental leave</li> <li>Other benefits/perks</li> <li>Childcare benefits</li> <li>Tuition reimbursement</li> </ul>	<ul style="list-style-type: none"> <li>Paid time off</li> <li>Work/life balance</li> <li>Stability and job security</li> <li>Paid sick leave</li> <li>Manageable workload</li> </ul>	<ul style="list-style-type: none"> <li>Positive relationship with manager</li> <li>Ability to use skills at work</li> <li>Positive relationships with colleagues</li> <li>Meaningful work</li> <li>Workplace culture</li> <li>Opportunities for advancement</li> <li>Autonomy over work</li> <li>Sense of inclusion and community</li> <li>Alignment with org. purpose</li> <li>Challenge and continual learning</li> </ul>

Source: The [Fidelity Working 9-to-Thrive](#) report, by following the link, you will be taken to [fidelityworkplace.com](#). This website is subject to separate terms and conditions and is governed by the laws of the territory concerned.

### Globally, employees who are well at work are more likely to select intangible benefits relating to work/life balance and psychological needs as important

	Well at work	Job feature	Restless
Psychological Needs	85%	Meaningful work	75%
Work / Life Balance	85%	Ability to use skills at work	77%
	86%	Paid time off	79%
	84%	Positive relationship with manager	77%
	77%	Challenge and continual learning	70%
	85%	Positive relationship with colleagues	78%
	86%	Work/life balance	79%
	87%	Stability and Job Security	80%

Percent of global employees who select this feature as important

Question: On the next several screens are things that people might look for in order to stay with their current organization. For each of the features you see, please indicate whether or not it is important to you for staying at a job.

Source: The Fidelity Global Sentiment Survey 2023.

## ...and addressing work/life balance and psychological needs might go a long way towards improving *employee satisfaction, loyalty, and engagement*

Considering psychological benefits, in addition to others, could help more employees be well at work. To do this, we believe employers should focus on taking action to better meet employees' core psychological needs - for autonomy, connection, competence, and purpose.



#### AUTONOMY

The need for volition and choice in the initiation and regulation of behaviour at work



#### CONNECTION

The need for belonging, acceptance, and affiliation with others at work



#### COMPETENCE

The need to feel skilled and capable, with opportunities to grow and develop new capabilities



#### PURPOSE

The need for meaning, coherence, and alignment between personal goals/values and one's work

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### Key takeaway

By identifying and understanding what's different for employees who are well at work, employers can take action to help more workers be well. While tangibles are a critical foundation, addressing the intangibles can promote a great employee experience.

**About the survey:** the annual Fidelity Global Sentiment Survey aims to provide an understanding of how workers around the globe are feeling and acting in four areas: Well-Being, Financial Habits, Retirement, and Work.

**For more workplace insights visit [retirement.fidelityinternational.com/](https://retirement.fidelityinternational.com/)**



The Fidelity 2023 Global Sentiment Survey refers to the data collection, research, and analysis in regard to global employees and was completed in partnership with Opinium, a strategic insight agency. Data collection took place in July 2023. The sample consisted of 26,000 respondents with the following qualifying conditions: aged 20–75; either they or their partner were employed full-time or part-time; not all regions were asked about sexual orientation or gender identities (individuals that did not identify as either as male or female did not represent a statistically significant sample size and are not presented within this piece); a minimum household income of: Australia: AUD \$45,000 annually; Brazil: BRL \$1,501 monthly; Canada: CAD \$30,000 annually; China: CNY ¥5,000 monthly; Denmark: DKK Kr.100,000 annually; France: EUR € 20,000 annually; Germany: EUR € 20,000 annually; Hong Kong: HKD \$15,000 monthly; India: INR ₹55,001 annually; Republic of Ireland: EUR € 20,000 annually; Italy: EUR €15,000 annually; Japan: JPY ¥1.5m annually; Mexico: MXN \$4,500 monthly; Netherlands: EUR € 20,000 annually; Saudi Arabia: SAR 4,000 monthly; Singapore: SGD 2,000 monthly; South Korea: KRW ₩1.0m monthly; Spain: EUR €15,000 annually; Sweden: SEK kr200,000 annually; Switzerland: CHF CHF20,000 annually; United Kingdom: GBP £10,000 annually; United Arab Emirates: AED 5,000 monthly; United States: USD \$20,000 annually.

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