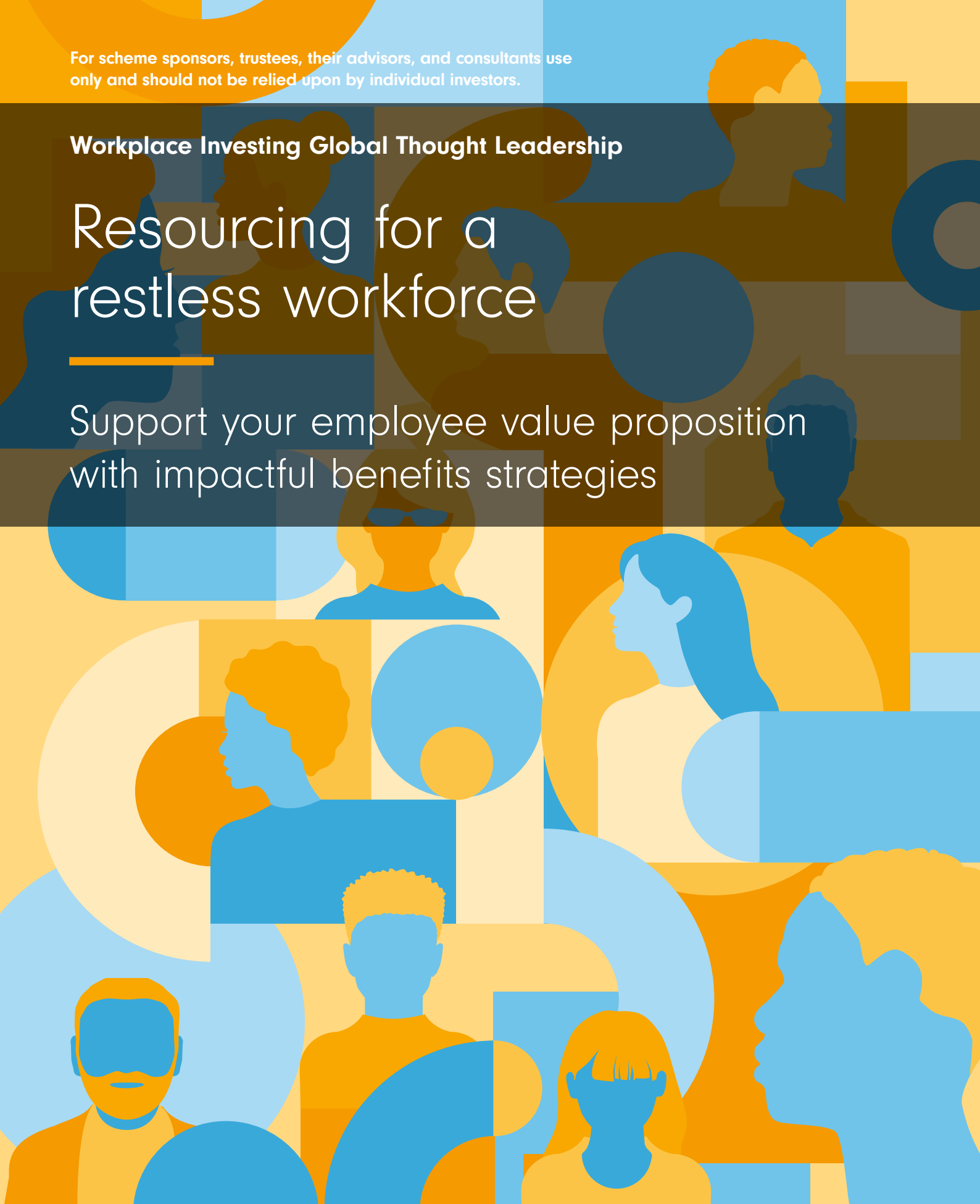


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Workplace Investing Global Thought Leadership

Resourcing for a restless workforce

Support your employee value proposition with impactful benefits strategies



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Supporting your employee value proposition with impactful benefits strategies to increase well-being at work

Our research shows that well-being is at the forefront for many employers as they recognise the importance of supporting employees holistically. Stress plays a significant role in employees' overall well-being, and experiencing high levels of stress without the appropriate level of support can lead to employee burnout. Burnout can have an impact on job attitude, job performance, turnover intentions, and mental health and well-being.¹

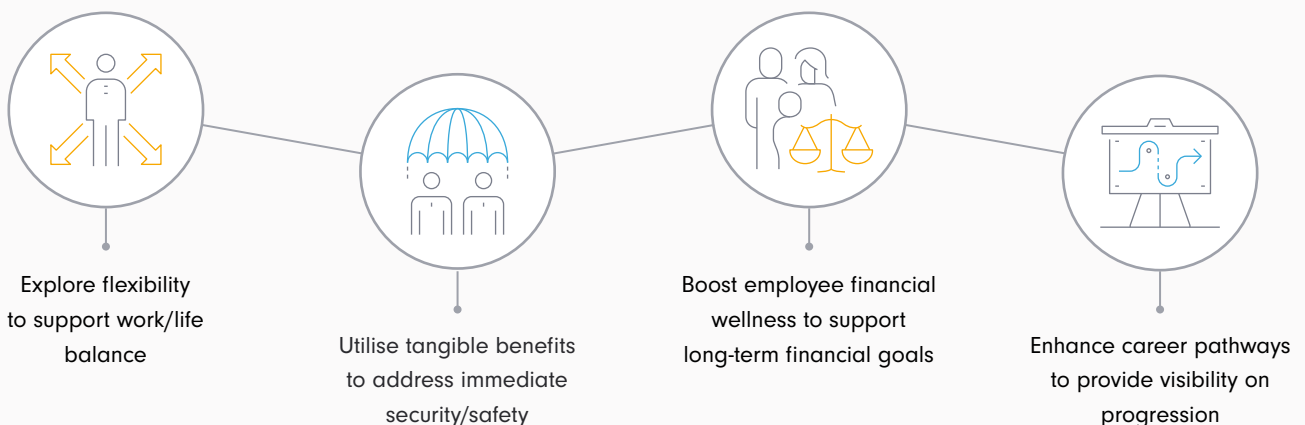
While experiencing some stress on the job is inevitable, employers can help mitigate the impact of stress on workers by providing targeted support. With many employers facing constrained budgets, including their compensation and benefits budgets, understanding the benefits strategies that might be most valuable to a comprehensive employee value proposition has become increasingly important.

To provide employers with an overall picture of employee well-being, we've built on our [2023 research](#) to examine well-being at work. We've considered the interaction of three factors: current state of work, job satisfaction, and turnover intention. Using these factors, we've defined workers who we consider to be "well at work" and workers who we consider to be "restless."

We've continued to develop this global research to establish the current picture on employee well-being and identify the key drivers of restlessness at work. This has enabled us to identify benefits strategies which may be effective in supporting employee well-being and enhancing the employee experience.

This report will explore the current state of employee well-being globally and what's driving the restless workforce. It will also consider benefits strategies that may help to tackle the root causes of restlessness and contribute to enhancing the employee value proposition.

4 strategies to address stress within the restless workforce



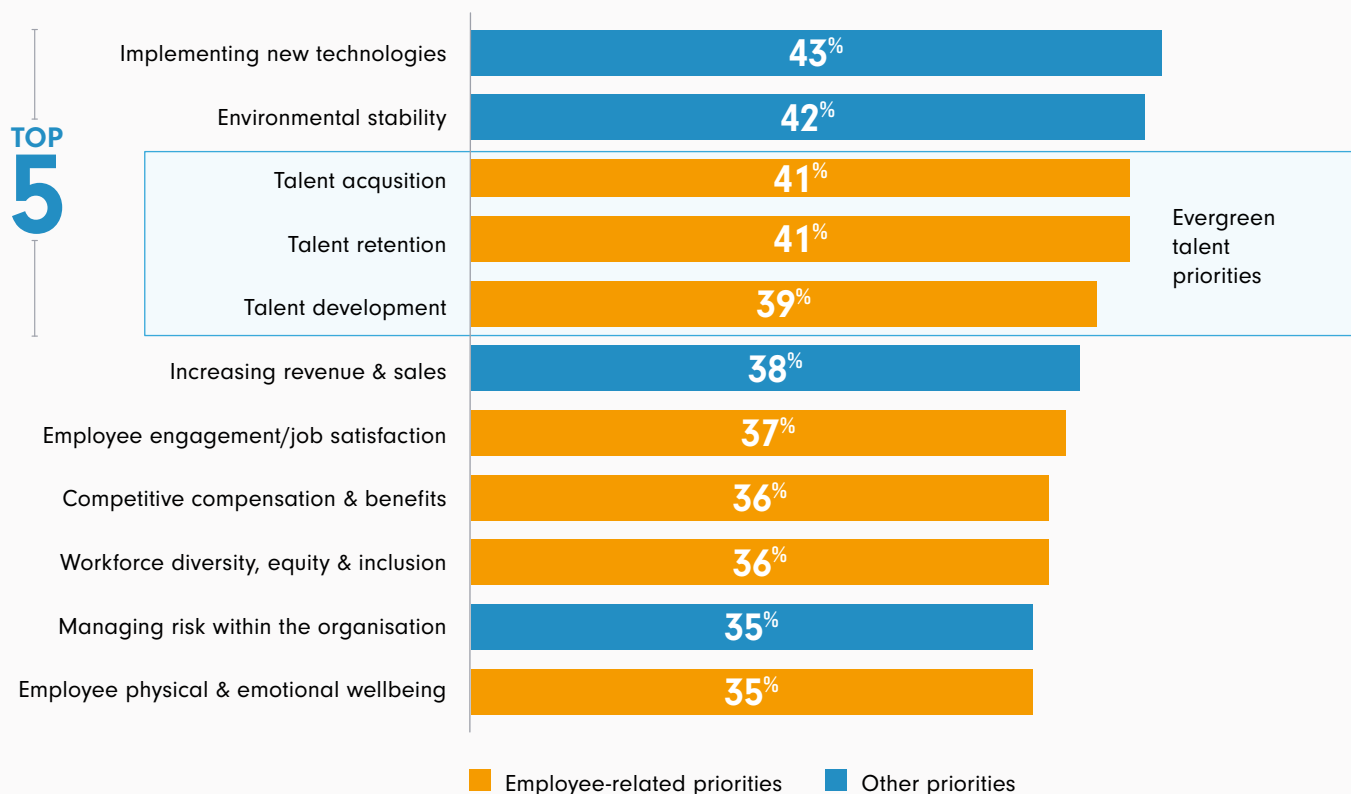
¹Schaufeli, W. B., & Buunk, B. P. (2003). Burnout: An overview of 25 years of research and theorizing. *The handbook of work and health psychology*, 2(1), 282-424.

Talent priorities remain evergreen for global employers

Managing a multinational business with a diverse and dispersed workforce can create significant complexity for global employers. As the operating landscape continues to develop at pace, many business leaders are facing evolving and new issues that could impact both the employee experience and employer outcomes.

Against this backdrop, Fidelity's [global employer research](#) shows that instead of focus areas expanding, many employers are tightening their focus on a narrower set of priorities. Our research shows that the most common key focus areas for global multinational employers include evergreen talent priorities, such as talent acquisition, talent development, and talent retention. In addition, when looking at the top ten most commonly selected priorities for global employers, several other employee well-being-related priorities were also top of mind.

Most commonly selected focus areas



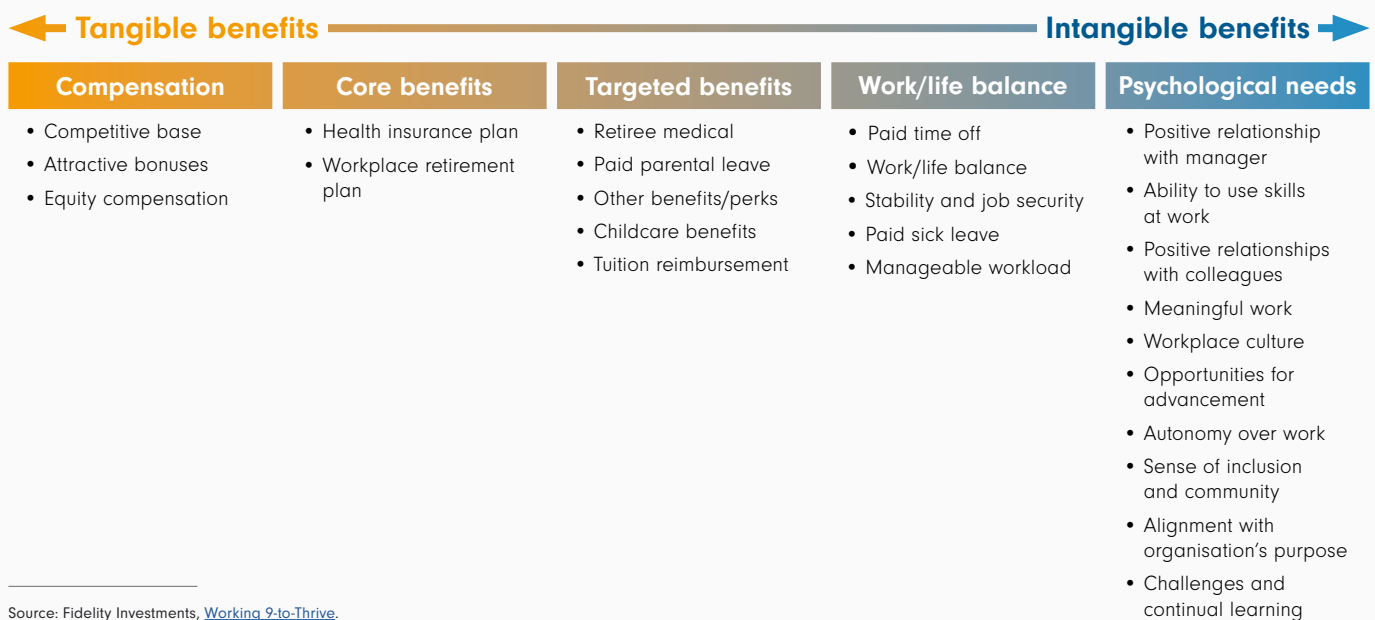
Question: Which of the following are key focus areas for your organisation? As you answer, please think about focus areas for your organisation, rather than only within your team or business unit.
Source: [The Fidelity Global Employer Survey, 2024](#)

Supporting your employee value proposition with benefits

Benefits beyond the tangible are a key component to building an effective employee value proposition ...

With many employers facing constrained budgets, including in their compensation and benefits budgets, understanding the benefits strategies that might be most valuable to a comprehensive employee value proposition has become increasingly important. The employee value proposition provides employers with a medium to communicate value to employees that breaks away from exclusively material offerings.

Employees are looking for organisations that support them beyond traditional, tangible benefits (compensation, retirement, etc.). Fidelity research illustrates the importance of intangible benefits when creating a “thriving” workforce. The visual below shows the types of benefits employees endorsed as important features when considering whether to stay at an organisation.



... And understanding the drivers of well-being at work may help in defining an effective employee value proposition.

Academic research suggests that employers should consider four interrelated factors for a successful employee value proposition: (1) material offerings, (2) growth and development opportunities, (3) connection and community, and (4) meaning and purpose². Employers could consider a range of benefits across the tangible to intangible spectrum to help define these elements of their employee value proposition.

To provide employers with an overall picture, we've built on our [research](#) to examine well-being at work. We've continued to develop our global research to establish the current global picture on employee well-being and identify the key drivers of restlessness at work. This has enabled us to identify those benefits strategies which may be effective to support employee well-being and enhance the employee experience.

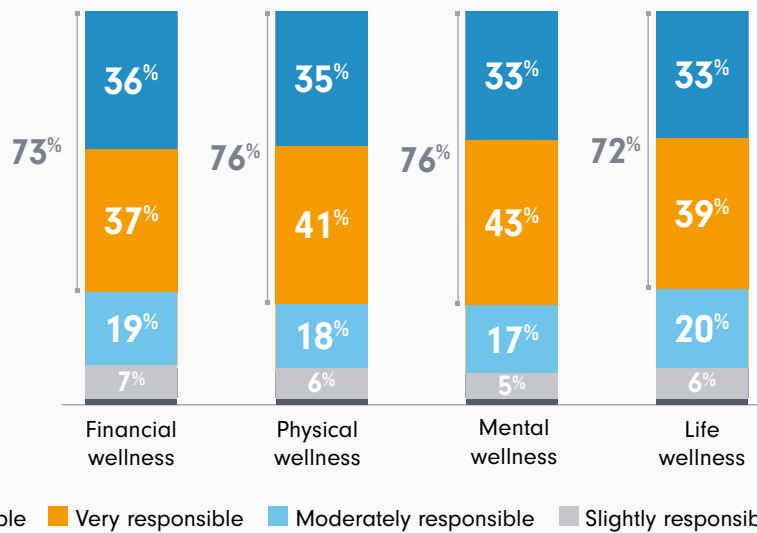
We acknowledge that there is no one-size fits-all approach for employers when it comes to tackling key focus areas and business challenges. The findings in this report aim to provide a starting point for your teams to identify how your benefits strategies may contribute to enhancing the well-being of your workforce and enhancing your employee value proposition.

²<https://hbr.org/2023/01/rethink-your-employee-value-proposition>

Employee well-being is top of mind for many employers

[Our research](#) shows that well-being is at the forefront for many employers as they increasingly recognise the importance of supporting employees holistically. Employers report feeling responsible for their employees' wellness across several areas, including financial, physical, mental, and broader life wellness. We have also identified that employers that feel more responsibility for wellness report higher employee satisfaction within their company.

Felt responsibility to support employee wellness



Source: The Fidelity Global Employer Survey 2024.

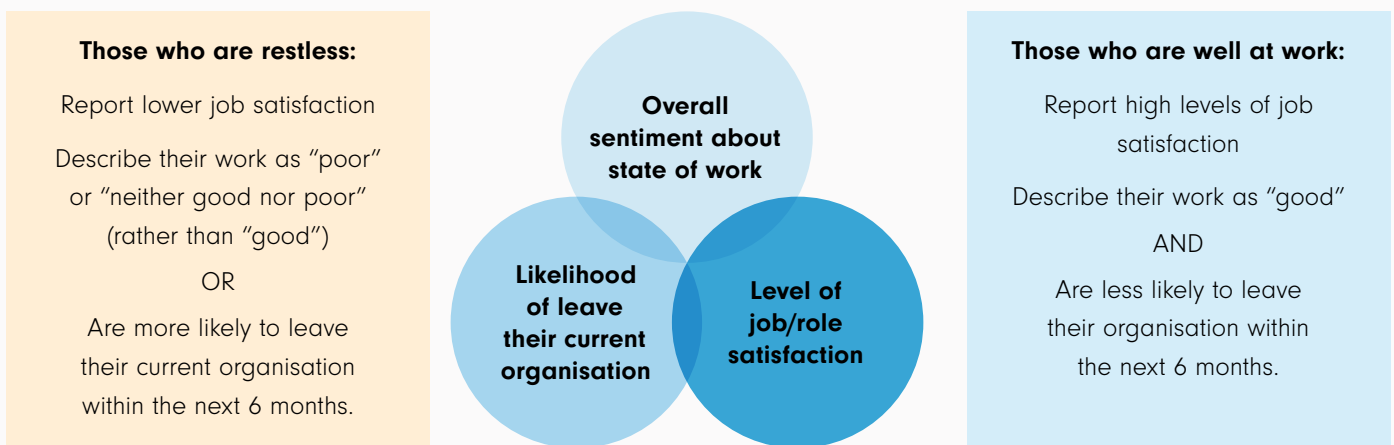
Question: To what degree does your organisation feel responsible for taking steps to support employees'...

Defining the impact of restlessness at work

Defining well vs. restless provides a pulse check on employee well-being.

There are many important factors employers consider when determining the health and well-being of a workforce. Often these factors are tied to specific objectives, such as increasing job satisfaction or reducing turnover. While each of these metrics is important and could stand alone, we have identified that there is overlap.

To better understand well-being at work, we've considered the interaction of three factors: current state of work, job satisfaction, and turnover intention. Using these three factors, we've defined workers who we consider to be "well at work" and workers who we consider to be "restless."



It's critical for employers to understand the resourcing impact of restlessness.

In the context of talent-related priorities, the resourcing impact of restlessness is a critical area for employers to consider. Quantifying restlessness provides a pulse check of employee well-being and its potential effects on engagement and turnover.

In recent years, we've witnessed significant talent-related trends such as the "great resignation," "quiet quitting," and "quiet firing." The emergence of "quiet hiring," where organisations are expanding skill sets by reallocating workloads and expanding existing responsibilities without hiring new employees due to budget constraints, has added to this landscape.

In an environment of high restlessness, this trend has potential to intensify employee burnout, leading to increased turnover and increased costs per hire for the recruitment and retention of new talent. Employers may face additional costs associated with unfilled positions, decreased productivity of new hires, and the loss of knowledge and expertise. These factors have the potential to significantly impact a business and should be carefully considered.

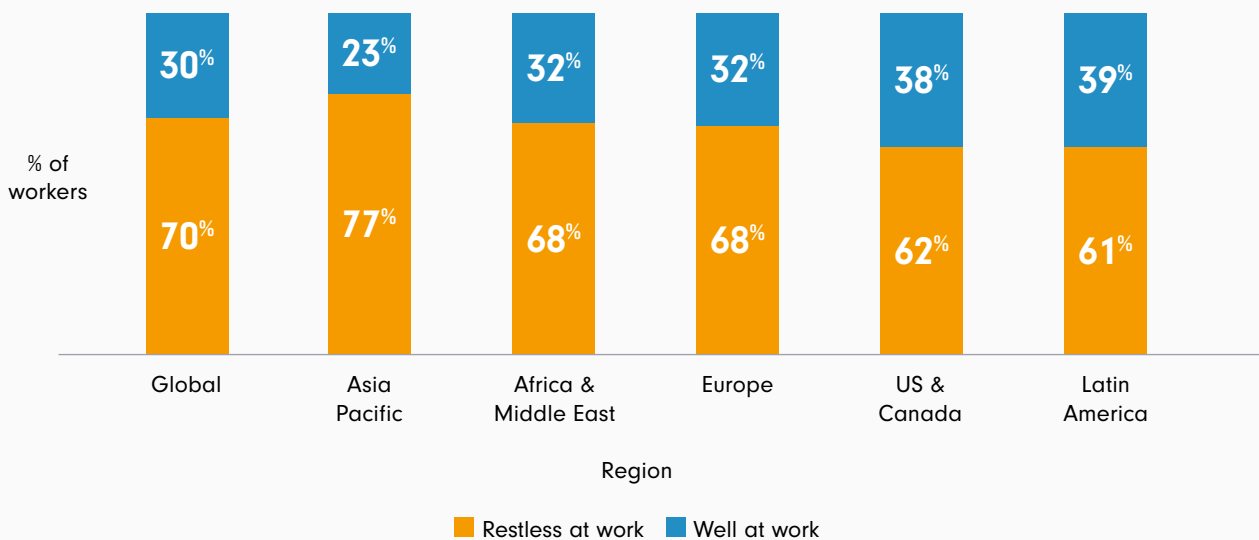
While a certain level of turnover is to be expected, employers have the chance to enhance retention by developing an employee value proposition that helps to tackle the root causes of restlessness. By proactively addressing these factors, employers can create a more compelling proposition for their workforce and potentially mitigate the negative impact of restlessness on their organisation.

The next section of this report will explore the current state of employee well-being globally and what's driving the restless workforce. It will also consider benefits strategies that may help to tackle the root causes of restlessness and contribute to enhancing the employee value proposition.

The restless workforce continues to be an issue globally

We continue to see high levels of restlessness of the workforce, with only 30% of workers surveyed around the globe considered to be well at work. The remaining 70% are defined as restless. In this study, we expanded the global perspective to include 37,000 working adults across 34 international markets. When looking across regions, we found some variation in well-being at work. Workers in Asia Pacific markets signalled much higher levels of restlessness, while those in Latin American markets were more likely to be well at work.

The current state of employee well-being



Question: 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 organisation in the next 6 months?

Source: [The Fidelity Global Sentiment Survey, 2024](#)

Understanding global trends in well-being at work

Stress is a key driver of employee restlessness.

There are several factors at play that contribute to restlessness at work, but one big factor we've identified in this research is stress and, for many employees, specific types of stress.

While stress can be a feature of any job, there is a substantial relationship between the number of stressors an employee experiences and their job satisfaction.

Average number of stressors compared to employee job satisfaction

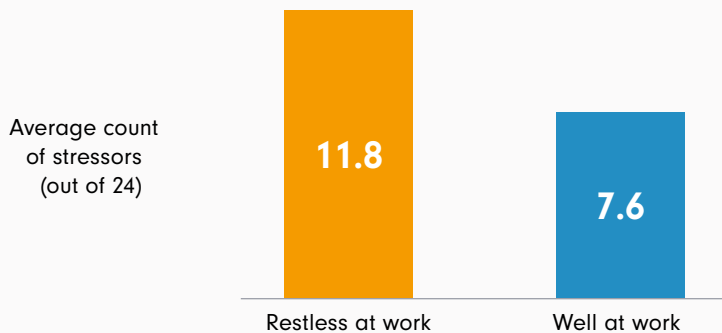


Question: To what extent are the following causing you stress over the last 6 months? How satisfied are you with your job overall?
Source: [The Fidelity Global Sentiment Survey, 2024](#)

In our research, we've seen that job satisfaction increases as stress decreases. Experiencing high levels of stress without the appropriate level of support can lead to burnout, which can have an impact on job attitude, job performance, turnover intentions, and mental health and well-being.³

There is a significant difference in the amount of stress felt by those who are restless versus those who are well at work. When provided a list of 24 potential stressors, those who are restless tend to report more stress than those who are well at work.

Average number of stressors experienced by employees



Question: To what extent are the following causing you stress over the last 6 months?
Source: [The Fidelity Global Sentiment Survey, 2024](#)

³Schaufeli, W. B., & Buunk, B. P. (2003). Burnout: An overview of 25 years of research and theorizing. *The handbook of work and health psychology*, 2(1), 282-424.

Understanding global trends in well-being at work

Types of stressors vary, but work stress is common for employees globally.

To understand the impact of stress, we looked at a range of stressors across five domains including macro stressors, work, long-term financial needs, immediate financial needs, and stress related to personal and social wellness.

Macro	Work	Long-term financial needs	Immediate financial needs	Personal and social wellness
<ul style="list-style-type: none"> The state of the economy Global political events The climate crisis Retiring later than I planned due to a government policy change 	<ul style="list-style-type: none"> Current work/life balance Job security Career progression Workplace 	<ul style="list-style-type: none"> Saving enough for retirement Meeting my long-term financial goals Meeting savings targets Paying down debt Down payment for property Losses in investments Education costs for my children 	<ul style="list-style-type: none"> Meeting my immediate financial needs Healthcare costs The cost of living/impact of rising inflation Costs associated with raising children 	<ul style="list-style-type: none"> My/my family's physical health My/my family's mental health Social life Caregiving Relationship/marriage

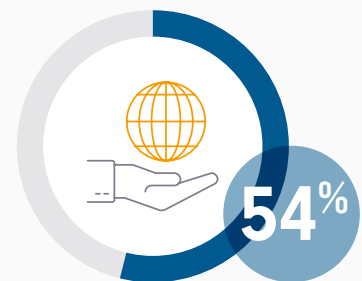
Macro stressors are the most commonly reported for global workers.



68% of workers overall say they are stressed about the cost of living/impact of rising inflation



62% are stressed about the state of the economy

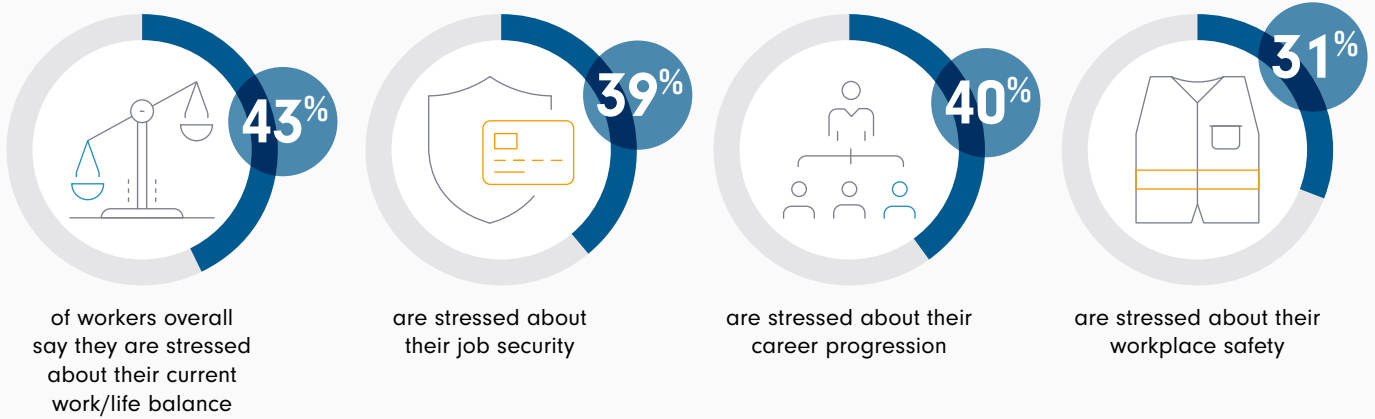


54% are stressed about global political events

Question: To what extent are the following causing you stress over the last 6 months?
 Source: [The Fidelity Global Sentiment Survey, 2024](#)

Understanding global trends in well-being at work

While types of stress can differ by job function, work stress is common throughout the population.



Question: To what extent are the following causing you stress over the last 6 months?
 Source: [The Fidelity Global Sentiment Survey, 2024](#)

Employees who report more stress across all domains are less likely to be well at work.

While macro stressors are the most reported stressors overall, there are large differences in the types of stress reported by those who are well at work and those who are restless. Those who are restless say they experience more work-related stress than those who are well at work, with those who are restless endorsing 45% of work-related stressors, and those who are well endorsing only 22% of work-related stressors.

Restless vs. well at work by stress domain



Question: To what extent are the following causing you stress over the last 6 months?
 Source: [The Fidelity Global Sentiment Survey, 2024](#)

Understanding global trends in well-being at work

Employer efforts might be well spent working to close the work-related stress gap between restless and well workers.

There are many possible stressors that individual employees may face, some of which are out of the control of employer. But understanding the impact of work-related stress leaves employers with the task of helping employees through the provision of targeted support and benefits to address this stress.

We find that the following stressors play the largest role in promoting wellness at work and may therefore provide an opportunity to reduce the amount of stress that restless workers feel.

Biggest differentiating stressors



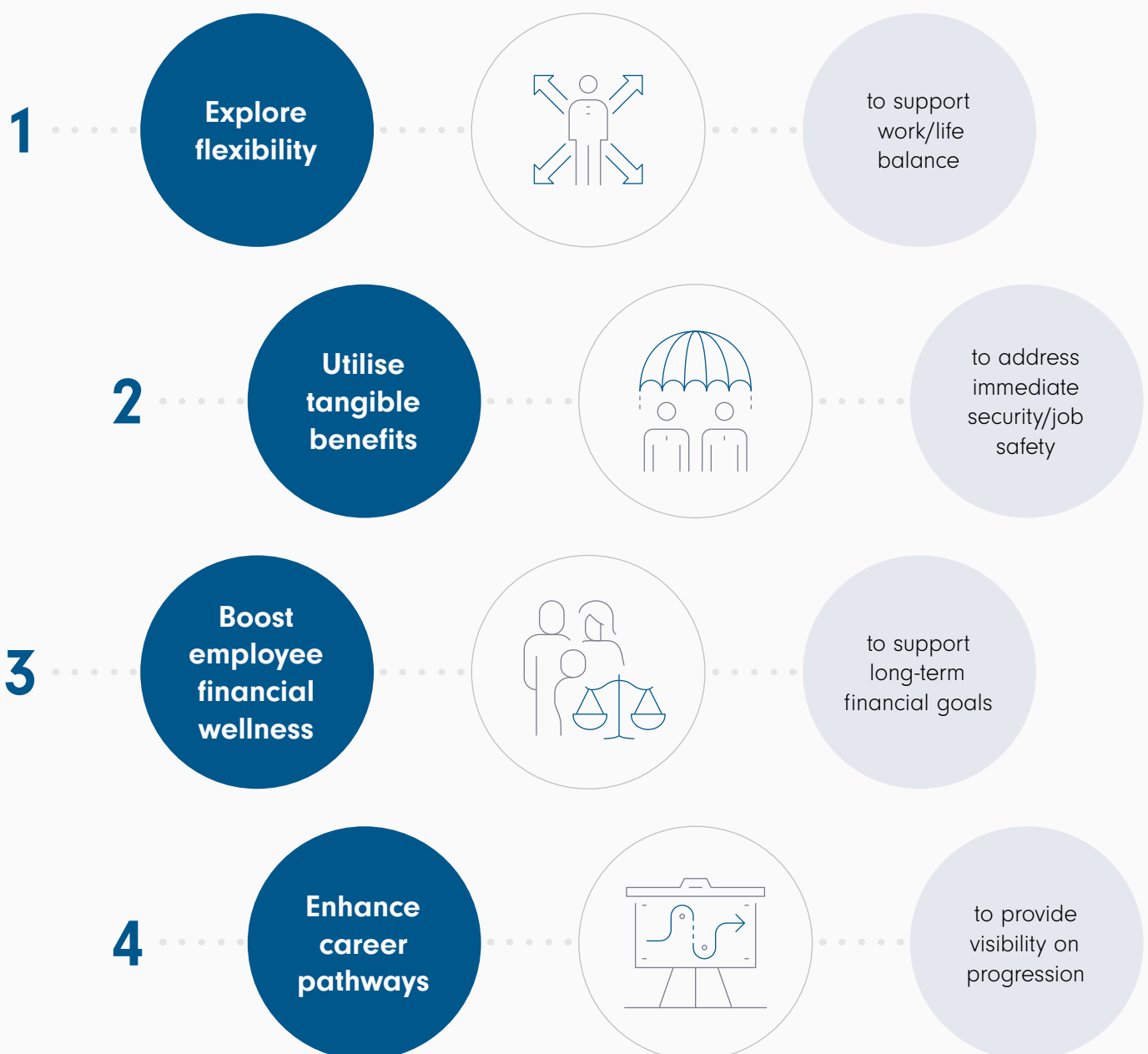
Question: To what extent are the following causing you stress over the last 6 months?

Source: [The Fidelity Global Sentiment Survey, 2024](#)

Strategies to improve well-being

Putting employee stress into context is valuable as employers consider developing their employee value proposition. While some stress on the job is inevitable, employers can help mitigate the impact of stress on workers by providing targeted support.

Employers can develop benefits strategies using these **key differentiating stressors** to support the well-being of their workforce and enhance their employee value proposition.



Tackling stress through your benefits offerings

Strategy 1 - Explore flexibility offerings to support work/life balance.

[Fidelity research](#) shows that employers that report offering more forms of flexibility report lower annual turnover. The most common offerings include paid time off and paid sick leave, but other offerings—e.g., choice over worksite location, sabbaticals, and remote work—are relatively rare. Flexibility falls into different categories: “when” flexibility, “where” flexibility, and “what” flexibility.

“When” flexibility

Flexibility during the day, ability to trade shifts, compressed workweek, control over schedule

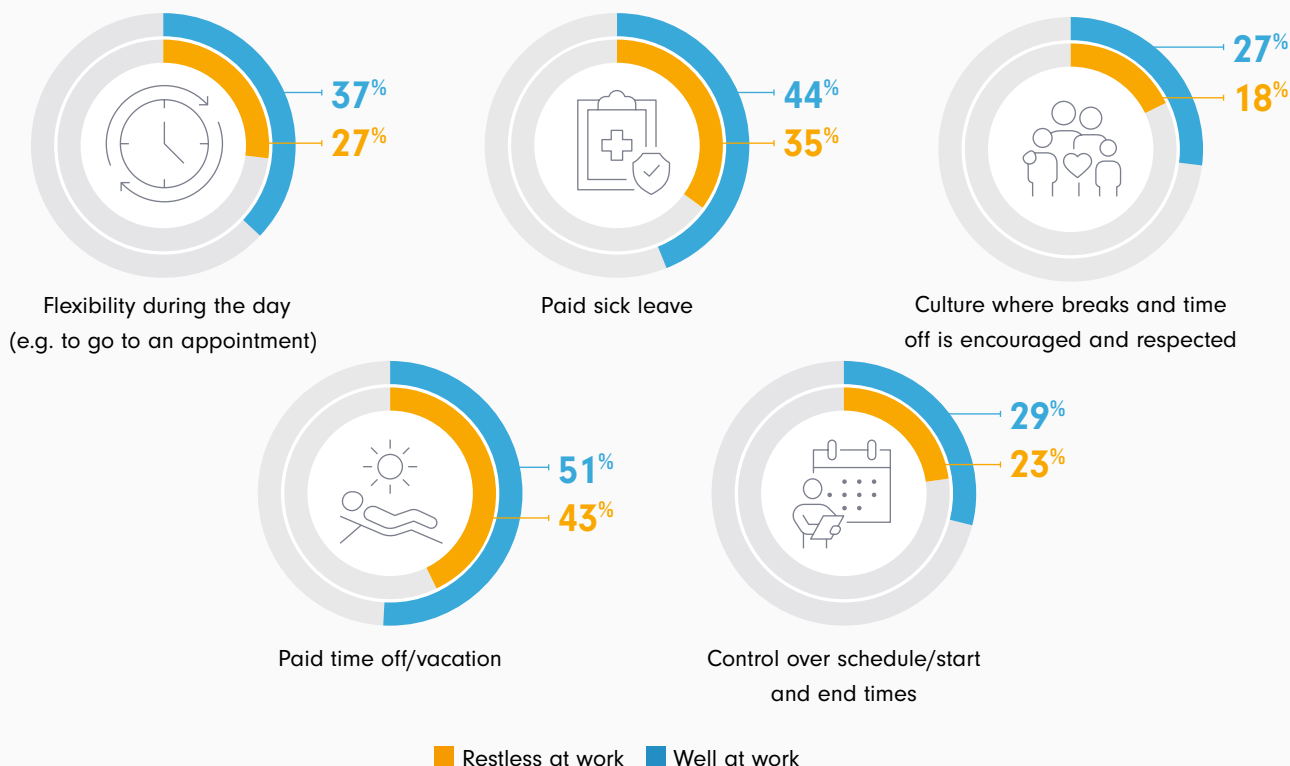
“Where” flexibility

Hybrid work, choice over work site location, fully remote work

“What” flexibility

Control over workload/pace of work, control over working team, control over work tasks

Those who are well at work are more likely to have access to all the types of flexibility we asked about, including:



Question: Below are several different kinds of flexibility that your organisation might provide to employees. Please indicate what your organisation currently offers as a kind of workplace flexibility? Please select things that are offered on a business unit or company-wide level and not just to very few employees. Select all that apply.

Source: [The Fidelity Global Sentiment Survey, 2024](#)

Takeaway: Thinking more broadly about the types of flexibility provided to employees could help mitigate stress regarding work/life balance.

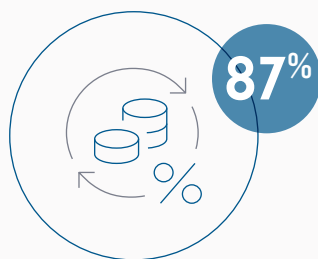
Tackling stress through your benefits offerings

Strategy 2 - Utilise a range of tangible benefits to increase security/safety.

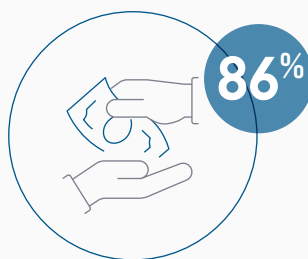
Job stability and security is an important consideration when choosing to stay at a job and was the most endorsed of all the factors we asked about, with 93% of all workers selecting it as important.

Compensation and core benefits are also fundamental features employees consider when deciding whether to remain in a job. When provided a list of considerations, the following compensation and core benefits were often selected as important considerations for choosing to stay.

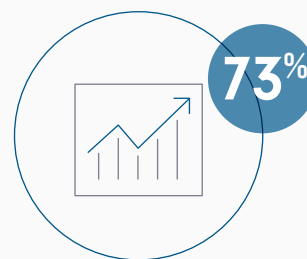
Compensation benefits most valued (% of global workers endorsing)



Competitive compensation



Bonuses

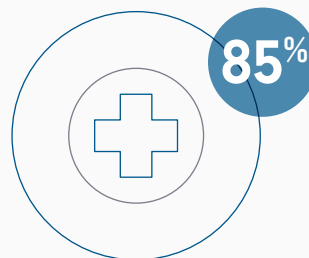


Company stock plan

Core benefits most valued (% of global workers endorsing)



Retirement benefits



Health Insurance

Question: On the next several screens are things that people might look for to stay with their current organisation. For each of the features you see, please indicate whether or not it is important to you for staying at a job. Features will include compensation, insurance/retirement, time off, other paid benefits, location/balance, work/workload, development, relationships & culture, and fulfilment.
Source: [The Fidelity Global Sentiment Survey, 2024](#)

Takeaway:

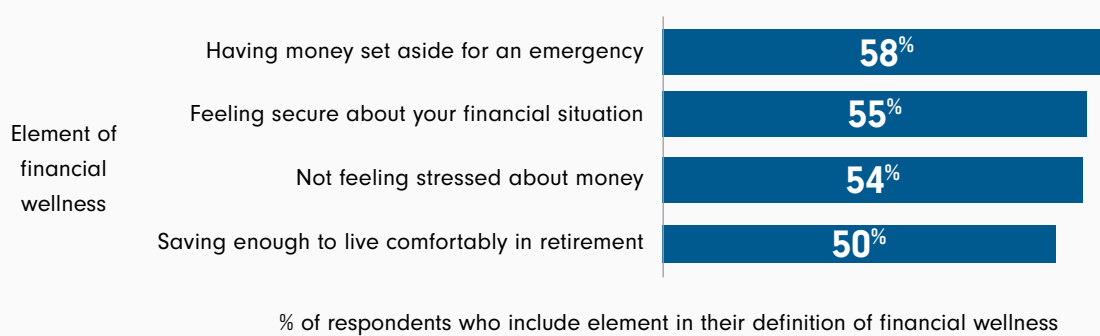
Articulating tangible benefits as part of a total rewards strategy may illustrate the value of compensation and core benefits beyond just base compensation for employees seeking security.

Tackling stress through your benefits offerings

Strategy 3 - Boost employee financial wellness holistically.

[Our research](#) shows that three quarters of global employers we asked feel very or extremely responsible for their employees' financial wellness. Aligning with employees to support a broader definition of financial wellness may help employers achieve their retention goals—those with broader definitions and more extensive offerings report lower annual turnover on average. Those employees who are well at work also have a broader definition of financial wellness.

Top features included in employees' definition of financial wellness



Question: (Financially well refers to the concept of financial wellness, financial well-being, and/or financial health). In your view, what does it mean for you to be "financially well"? Select all that apply.

Source: [The Fidelity Global Sentiment Survey, 2024](#)

Takeaway:

Supporting employees' financial wellness broadly could reduce stress regarding saving for retirement, saving for long-term financial goals, and meeting savings targets.

Tackling stress through your benefits offerings

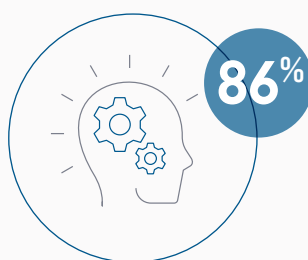
Strategy 4 - Enhance guidance on career pathways

Our research shows that two in five workers overall said their career progression causes them stress, and two in three of those workers say this stress impacts their ability to concentrate at work. There are a few features of a job that help employees feel like their company is invested in their future.

Employees say these features are important when considering staying at a job (% of global workers endorsing)



Positive/supportive relationship with manager



Opportunities for ongoing on-the-job learning



Opportunities for advancement

Question: On the next several screens are things that people might look for to stay with their current organisation. For each of the features you see, please indicate whether or not it is important to you for staying at a job. Features will include compensation, insurance/retirement, time off, other paid benefits, location/balance, work/workload, development, relationships & culture, and fulfillment.
Source: [The Fidelity Global Sentiment Survey, 2024](#)

Takeaway:

Investing in development and providing clear progression pathways to provide visibility for development and promotion, as well as upskilling managers, may help foster strong inter-team connections and address role-specific stress.

Conclusion

“ By definition, restless workers are less satisfied in their jobs and have higher intentions to leave an organisation. By better understanding the factors that make a worker feel well at work versus restless, organisations may be able to make decisions and/or create interventions that have meaningful impact on their business outcomes. ”

Jason Jagatic

Head of Workplace Research and Thought Leadership,
Fidelity Investments

While resourcing for a restless workforce is likely to remain challenging for multinational employers, understanding the distinction between restless and well at work employees may help leaders to develop benefits strategies that improve the well-being of their workforce, enhance their employee value proposition, and potentially improve talent outcomes.

Our research shows that restless employees experience a higher level of work-related stress, which can significantly impact their overall well-being and performance. By understanding the specific stressors faced by restless workers, employers can tailor benefits and support programs to address these challenges effectively, ultimately contributing to a more engaged and satisfied workforce.

When it comes to designing employee value propositions, it's essential to recognise that employees are seeking holistic support beyond just traditional, tangible benefits. Fidelity's research underscores the importance of clearly articulating tangible benefits, supporting financial wellness holistically, providing career progression pathways, and exploring flexibility options to support work/life balance.

These strategies directly address the most impactful factors for employees' well-being and may help to enhance the employee value proposition, potentially making the organisation more attractive to current and prospective talent. With these insights, combined with your own unique knowledge about your workforce, the path to well-being for your employees should become clearer.

About The Fidelity Global Sentiment Survey

The annual Fidelity Global Sentiment Survey aims to understand the attitudes and actions of employees around the world in four areas: overall well-being, financial habits, retirement readiness, and the workplace.

Now in its fourth year, the survey provides extensive information from 37,000 employees across 34 international markets.

37,000
workers
across

34
international
markets

North America

- Canada
- United States

Europe

- Denmark
- France
- Germany
- Ireland
- Italy
- Netherlands
- Poland
- Spain
- Sweden
- Switzerland
- United Kingdom

Asia Pacific

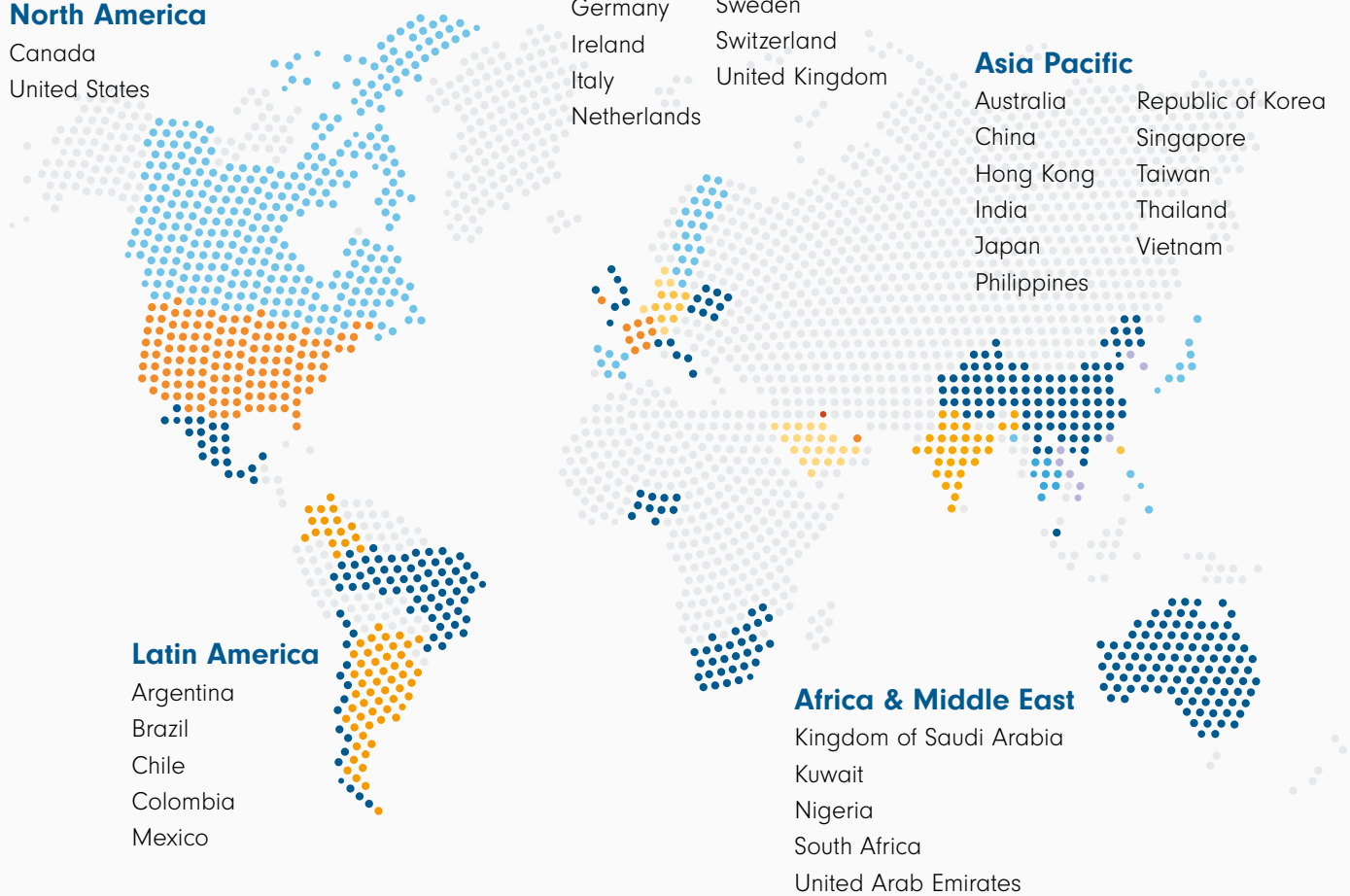
- Australia
- China
- Hong Kong
- India
- Japan
- Philippines
- Republic of Korea
- Singapore
- Taiwan
- Thailand
- Vietnam

Latin America

- Argentina
- Brazil
- Chile
- Colombia
- Mexico

Africa & Middle East

- Kingdom of Saudi Arabia
- Kuwait
- Nigeria
- South Africa
- United Arab Emirates



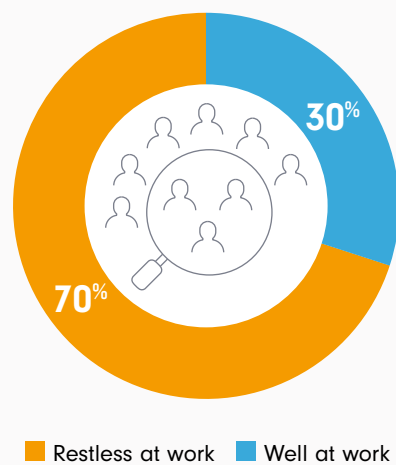
Defining “well at work”

In this study, we’ve expanded the global perspective to include 37,000 working adults across 34 international markets. We continue to see high levels of restlessness in the workforce, with only 30% of workers surveyed around the globe considered well at work. The remaining **70%** are defined as restless. When looking across regions, we found some variation in well-being at work. Workers in Asia Pacific markets signalled much higher levels of restlessness, while those in Latin American markets were more likely to be well at work.

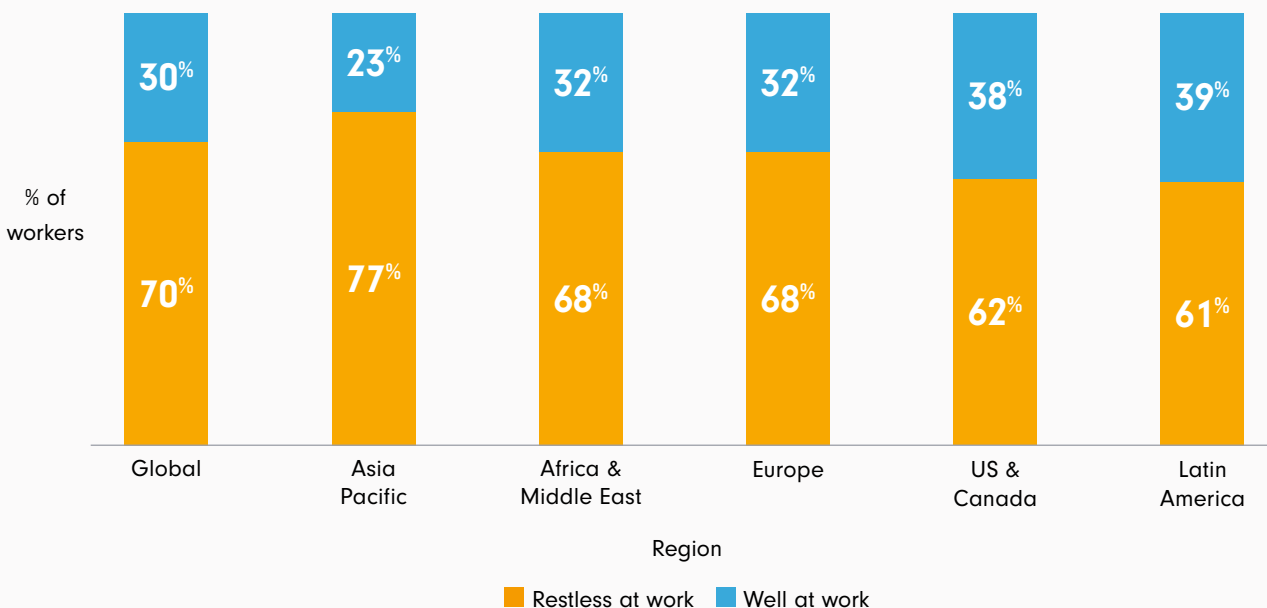
Defining well at work using three common factors



Only 30% of global workers are well at work while 70% are restless



From a regional perspective, Latin American workers are more likely to be well at work, while those in the Asia Pacific region are more likely to be restless



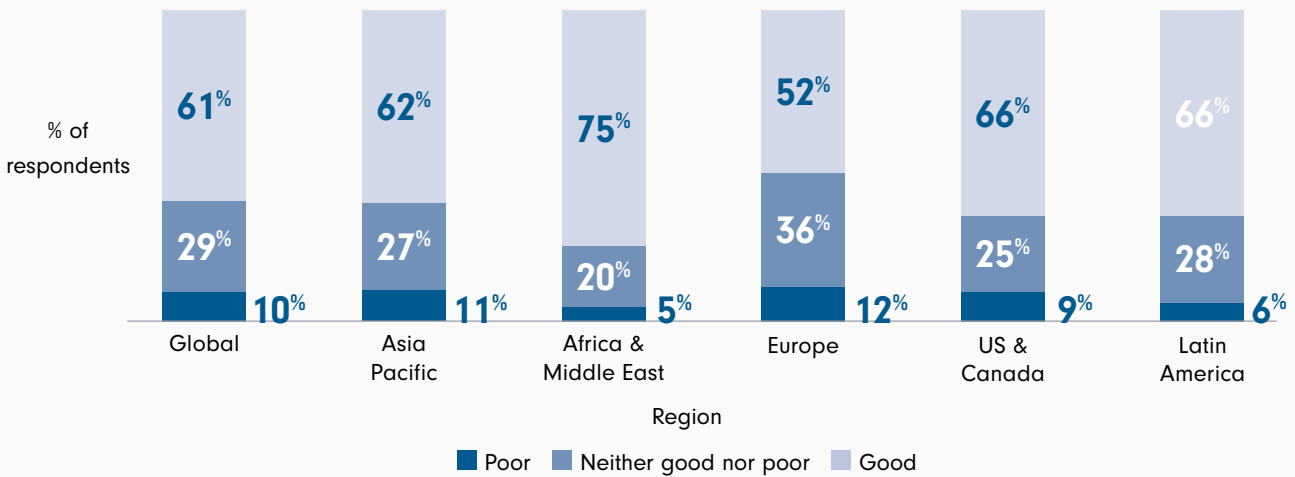
Source: [The Fidelity Global Sentiment Survey, 2024](#)

Examining the three factors of well at work

To better understand well-being at work, we considered the interaction of three factors: (1) current state of work, (2) job satisfaction, and (3) turnover intention. Using these three factors, we defined workers who we consider to be well at work and workers who we consider to be restless.

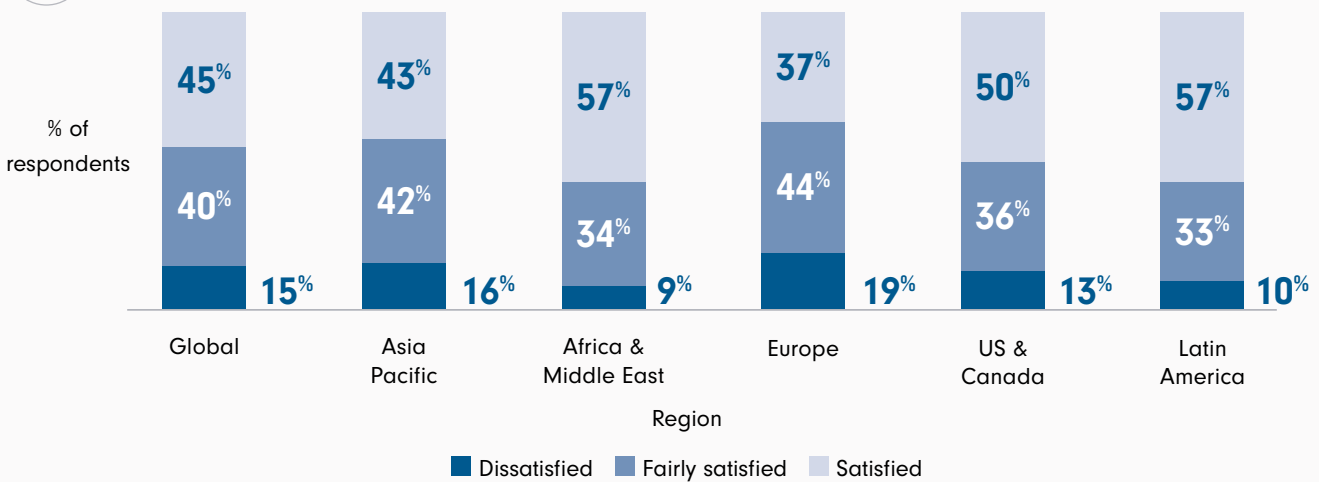
1

From a regional perspective, Latin American workers are more likely to be well at work, while those in the Asia Pacific region are more likely to be restless



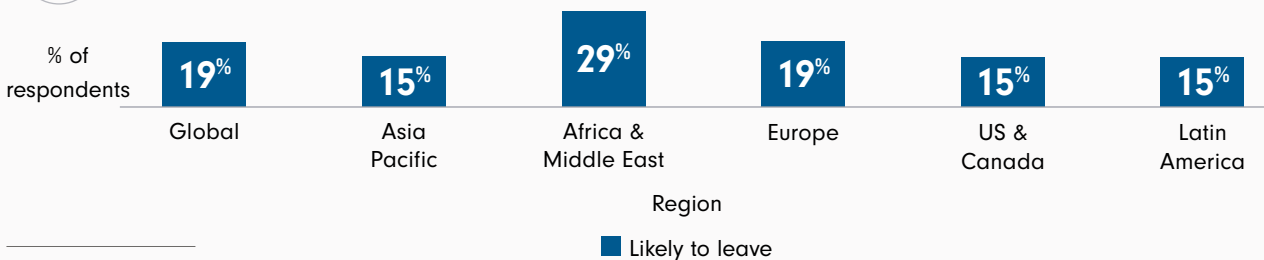
2

How satisfied are you with your job overall?



3

How likely are you to leave your organisation in the next 6 months?



Source: [The Fidelity Global Sentiment Survey, 2024](#)

Important information

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Endnotes

Data throughout this report was from The Fidelity Global Sentiment Survey 2024 unless otherwise noted.

The Fidelity Global Sentiment Survey was fielded to more than 37,000 working adults across 34 international markets. The sample consisted of respondents with the following qualifying conditions: aged 20-75, employed full-time or part-time and had a minimum household income of:

- Argentina: ARS \$3,000,001 annually
- Australia: AUD \$45,000 annually
- Brazil: BRL \$1,501 monthly
- Canada: CAD \$30,000 annually
- Chile: 3,000,001 CLP annually
- China: CNY ¥5,000 monthly
- Colombia: COP \$7,000,001 annually
- 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
- Kuwait: KWD ك.د. 6,000 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
- Nigeria: NGN ₦1,000,000 NGN annually
- Philippines: PHP ₱10,001 monthly
- Poland: PLN zł20,000 PLN annually
- Saudi Arabia: SAR ر.س.4,000 monthly
- Singapore: SGD \$2,000 monthly
- South Africa: ZAR R20,000 annually
- South Korea: KRW ₩1.0m monthly
- Spain: EUR €15,000 annually
- Sweden: SEK kr200,000 annually
- Switzerland: CHF Fr20,000 annually
- Taiwan: TWD NT\$300,000 annually;
- Thailand: THB ฿60,000 annually
- United Kingdom: GBP £10,000 annually
- United Arab Emirates: AED ا.د. 5,000monthly
- United States: USD \$20,000 annually
- Vietnam: VND ₫24,000,000 VND annually

The data collection, research and analysis for the above markets was completed in partnership with Opinium, a strategic insight agency. Data collection took place between June and September 2024. Reporting and analysis took place between August and October 2024. Not all regions were asked about sexual orientation or gender identities (individuals that did not identify as either male or female did not represent a statistically significant sample size and are not presented within this piece).

The Fidelity Global Employer Survey 2024 sample consisted of 1,001 senior leaders at U.S. and non-U.S. based MNCs where the company has a presence in two or more international markets, employs at least 1,000 workers, is for-profit or non-profit (government bodies were excluded), in some cases there may be responses from more than one senior leader from a particular company. The survey was conducted by Dynata, a third-party market research company using their global research panel in conjunction with their partner vendors. The survey was fielded in January 2024. Data is aggregated, and survey responses are not an indication of future outcomes.

Important information

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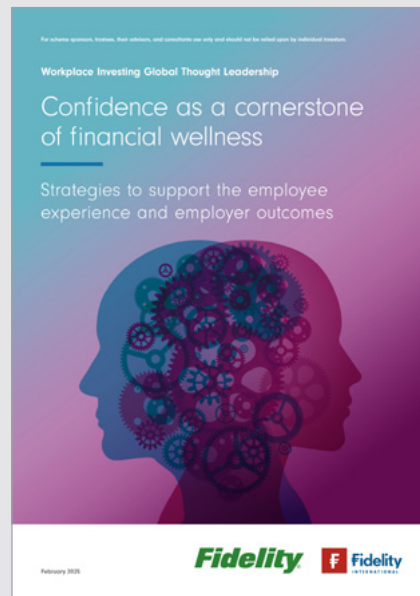
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