



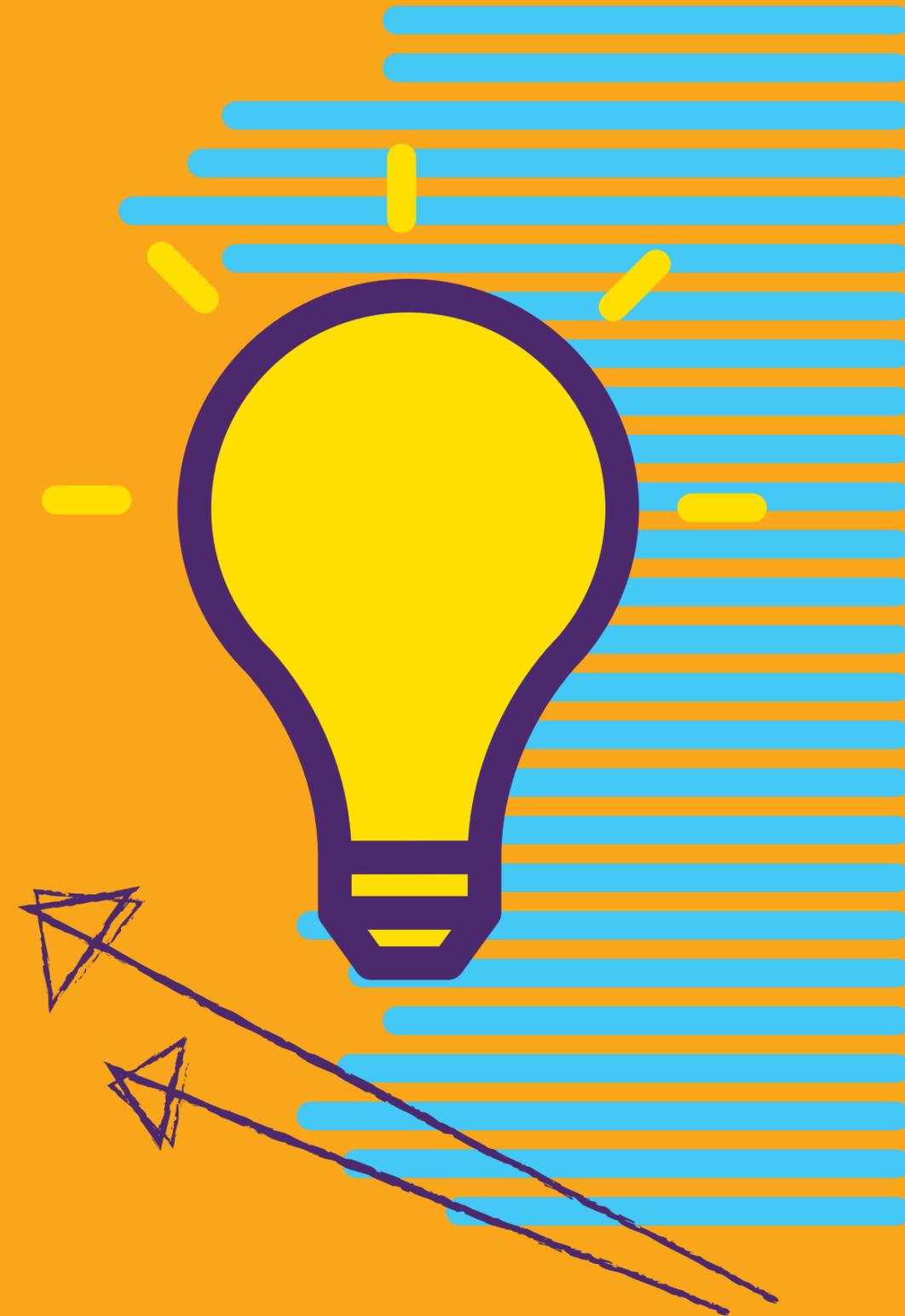
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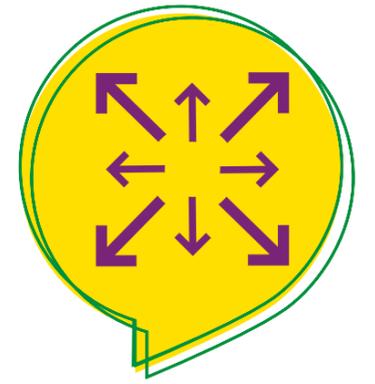
REDEFINING THE WEALTH GENERATION ECOSYSTEM:

DRIVING PERSONAL, ORGANISATIONAL AND SOCIETAL
SUCCESS THROUGH PEOPLE PRODUCTIVITY



INTRODUCTION

THIS REPORT EVALUATES THE RELATIONSHIP BETWEEN PEOPLE PRODUCTIVITY, OUR PERSONAL, ORGANISATIONAL, AND SOCIETAL SUCCESS. IT EXPLORES THE REALITY OF PRODUCTIVITY IN A POST-PANDEMIC WORLD AND PROVIDES BOLD THOUGHT LEADERSHIP INTO HOW YOU AND YOUR EXECUTIVE TEAM CAN INFLUENCE PEOPLE PRODUCTIVITY FOR THE BENEFIT OF YOUR EMPLOYEES, YOUR ORGANISATION AND SOCIETY AS A WHOLE.



At a time when organisations are emerging out of lockdown and evaluating how best to structure their return to work, there lies an opportunity for leadership teams to reflect on what has been learned from the Covid-19 experience, explore what people-related elements should be retained for the future, and capitalise on those gains at a personal and organisational level that can also have a positive impact on society and the public purse.

We are at a point in time where clarity of purpose is even more important than ever before. Employees need more clarity about what is expected of them in their role and how this can help their organisation to deliver on its strategic priorities. But a growing number of employees also want to contribute to societal and global change and are looking to their employers to support this.

As we transition out of the pandemic and anticipate a mass hybrid working, evidence is emerging that what employees value most and what expectations they have of their employee experience have changed. Lockdown has exposed their dissatisfaction with the previous deal and readiness for change. In these unique times, employees are seeking to work for organisations that place a higher value on their physical and mental wellbeing, the environment and society in general.

We believe that improved employee wellbeing is one of the keys to achieving better organisational outcomes coupled with higher levels of people productivity through a shared purpose to drive societal and environmental benefits.

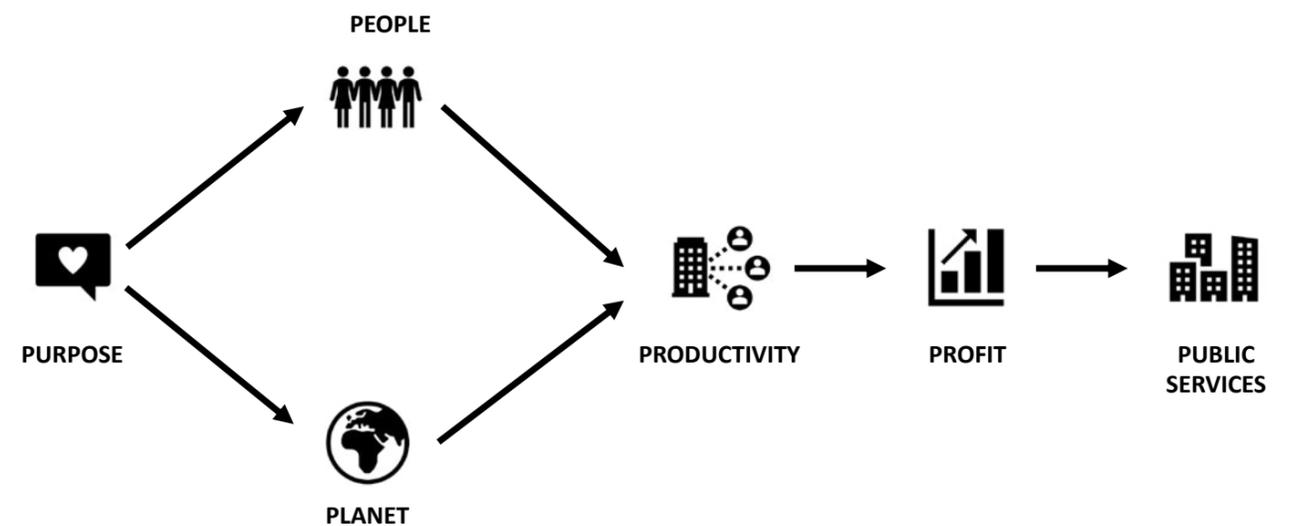
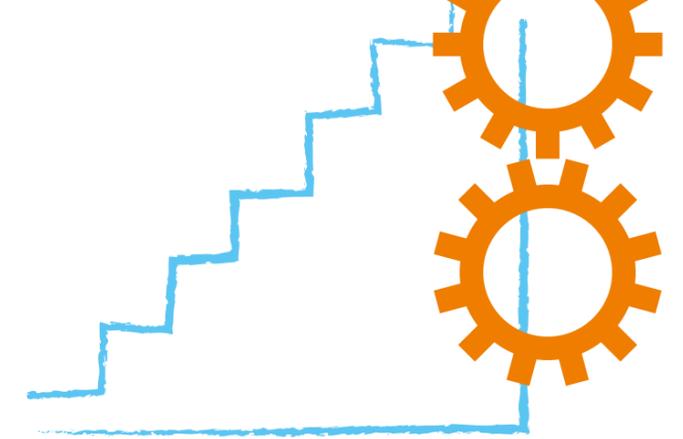


Figure 1. The Wealth Generation Ecosystem
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EMPLOYEE ENGAGEMENT AND PRODUCTIVITY



At Engage for Success, our focus is on people, specifically Employee Engagement. In Autumn 2008 David MacLeod and Nita Clarke were asked by the then Secretary of State for Business, to take an in-depth look at employee engagement and to report on its potential benefits for organisations and individual employees. Engage for Success' vision is that in 2025 the UK's working population is healthy, happy, and better able to realise their potential in the workplace, supported by their employers, motivated, and committed to contribute to organisational success and understand the part they have to play.

This report aims to stimulate further conversation around the importance of people productivity in the workplace and its linkage to employee engagement and wellbeing. It is a cross-group collaboration between the Engage for Success' Thought Action Groups (TAG) for Wellbeing and People Productivity, along with thought leadership inputs from productivity specialists at [My Change Expert](#), [Benefex](#) and [Emenex](#). Collectively, we believe that at the heart of successful organisations lies a commitment to Employee Wellbeing, Organisational Purpose that connects with their Employees' life Purpose and People Productivity.

WELLBEING

In 2013, Engage for Success established the Wellbeing Thought Action Group with the publication of a white paper called 'Why Wellbeing Matters: Sustaining Employee Engagement and Performance'. The paper sets out the evidence for the linkage between employee engagement and wellbeing, and the consequential impact on individual and organisational performance.

As employee wellbeing has continued to climb the HR and Executive Team (CxO) agenda, the new #Wellbeing Thought Action Group was created in 2019 to assist UK employers in understanding the increasing body of workplace wellbeing research evidence and to produce tools and education to drive the business case for investment in employee wellbeing. The intention of the Efs Wellbeing TAG is to improve workplace wellbeing by providing employers with the support, education, and research they need to create healthy and thriving cultures.

PEOPLE PRODUCTIVITY

In 2020, people productivity was identified as a strategic priority for Engage for Success. The People Productivity Thought Action Group sees productivity as an outcome of employee engagement and describes a productive employee as somebody who has a feel-good factor about their work, has someone—often their manager—who is interested in them and understands what is important to them, their development, and their home life. As a result, these employees are fully engaged in their current role and look forward to their next role in the organisation. These employees are energised, motivated and contribute proactively to the success of their organisation.

Why is this important? Building on the link between people productivity and employee engagement, Gallup identified that every disengaged employee costs an organisation $\frac{1}{3}$ of their salary. Reflect on your recent employee survey results. How much are your disengaged employees costing your organisation?



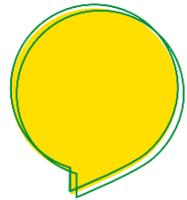
THE DECLINE IN GLOBAL AND UK PRODUCTIVITY

According to the [World Bank](#), for more than a decade prior to the Coronavirus pandemic, global productivity growth slowed down. Pre-Covid, the UK were the lowest performers of the G7 countries, a staggering 30% lower than the USA and 35% lower than Germany. Equate this to the number of people your organisation employs, and effectively 1 out of every 3 of the UK employees are not creating economic wealth compared to their American or German employees.

Suddenly, when the pandemic hit, the global economy was plunged into its deepest recession since the Second World War. As we enter this current period of recovery, many factors will hamper our productivity recovery including heavy debt burdens, shifts in labour markets, weaker investments, and an empty public purse with lifelong debt. However, at the same time, the pandemic offers us several productivity-enhancing opportunities for those organisations willing to seize them.

WHAT IS PRODUCTIVITY?

While there are numerous definitions of productivity, one that we have found to be quite insightful is:



“GREATER ECONOMIC WEALTH FOR EVERY HOUR WE WORK.”

Kamel Ahmed,
BBC Economic Editor

More scientifically, productivity is often defined by the equation:

$$\frac{\text{Output per hour}}{\text{Input per hour}}$$

But what does Productivity mean to most organisations? What outputs should they measure and how would they calculate input? The reality is that many organisations don't use productivity as a measure of their success and struggle to define or understand how to influence improvements in it.

The authors of this report believe that productivity has essentially 3 key components, relying on organisation-wide alignment of: **People, Process and Technology to organisation Purpose, Vision, Values and Strategy.**



What do we think of when we consider these three key components? The following is a start:

People: behaviours; attitude; skills and capability; health and wellbeing; knowledge; personal and business values; life purpose; motivation; engagement; loyalty to business; customer care; employee experience; employee engagement; working location; diversity; culture

Process: vision; strategy; business plan; budget; finance; reporting; induction; training; purchasing; reward and recognition; recruitment; exit interviews; people surveys; customer feedback; complaints management; talent management; personal development; governance.

Technology: hardware; software; systems architecture and platforms; aps; digital communication; mobile; video; online meetings and conferences.

My Change Expert defines a Highly Productive Culture as one where: “leaders and managers create an environment where people, teams and the company thrive and grow.”

- How aligned are your key components to achieve a highly productive culture?
- What alignment is needed to embrace and embed your learning from working through the pandemic?

The organisational changes we have seen during the Covid-19 pandemic will inevitably set about some long-lasting changes to the way we work. The pandemic changed so much for employees and employers: we stopped handling money, we digitised our lives more than ever before, we became more aware of our impact on the environment and of the inequalities that exist in our societies. We also began to better understand the impact that the physical and mental wellbeing of our people has on our organisations, communities, and society as a whole.

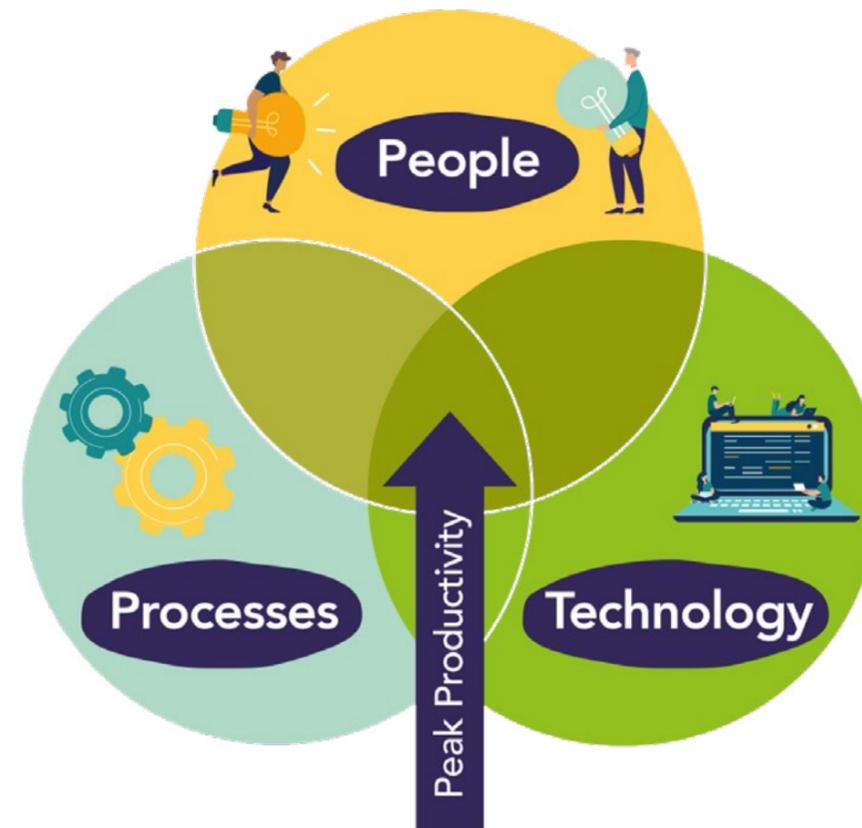
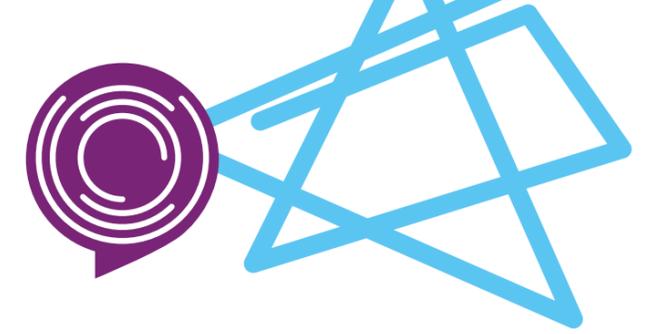


Figure 2.
Components to Peak Productivity
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WHY FOCUS ON WELLBEING?

We now have compelling evidence that supports a commitment to Employee Wellbeing correlating directly with improved organisational performance. The Coronavirus pandemic greatly accelerated awareness of and investment in employee wellbeing as a core part of the employee experience. In 2020 there was an almost **76%** increase in the demand for wellbeing benefits at work and more than half of employees requested more wellbeing support.

We believe the pandemic marked a major generational shift in attitudes towards the wellbeing of the individual, the organisation and wider society. Regions of the world like India and the Middle East, with historically poor attitudes to mental health, began to change their views as Governments initiated mental health support for the first time. Many employees themselves have reevaluated their own attitudes to wellbeing, including a renewed appreciation for work/life integration and balance. Even business owners themselves reveal a marked change in their attitudes towards employee wellbeing, with **63%** of business leaders saying they have changed their views on mental health issues.

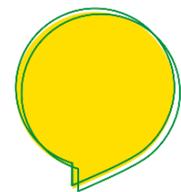
In 2021, 94% of a [study](#) of 600 US investors said they want to know the details of how an organisation is caring for its people before they invest. That's a significant development!

In addition, even consumers are demanding to see evidence of employee wellbeing as they begin to factor employee treatment into their buying decisions. In a recent [survey](#), one fourth of consumers stated that a company's treatment of its employees has increased in importance for them as a buying criterion since the start of the pandemic. A third of consumers now say that how a company treats its employees is an important factor in deciding whether to become a loyal customer or not.

Employee wellbeing has emerged as a key indicator of the reality of the implementation of the core values and associated behaviours of an organisation. The result is the emergence of organisations with cultures of psychological

safety wherein engaged employees willingly increase their discretionary contribution and support their organisations in the achievement and overachievement of their strategic priorities. This focus on employee wellbeing is now delivering much higher levels of productivity in a way that is sustainable for the individual, their organisation and ultimately, for their local and global societies.

This focus, however, calls for a shift in thinking around wellbeing. Whereas wellbeing initiatives have traditionally been seen as an added benefit, now there is a shift in thinking towards the building-in of wellbeing at the very foundations of organisations. The analogy of a house is a useful metaphor to explain this shift. Formerly wellbeing was seen as an issue that sat in the loft, now is seen as an issue that is built into the foundations. (See fig.3).



“GROWING CORPORATE TRANSPARENCY AND NEW STAKEHOLDER INFLUENCE ARE SHOWING THAT INVESTORS, CUSTOMERS, BOARD MEMBERS, GOVERNMENTS AND LOCAL REGULATORS ARE ALL CALLING FOR ORGANISATIONS TO TAKE EMPLOYEE WELLBEING MORE SERIOUSLY.”



Figure 3: The Organisational Wellbeing Framework:
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A growing body of evidence is emerging that suggests the success of a modern organisation is now driven more by the things you choose not to do, than the things you do. This has shifted many people's strategies to become less focused on what the organisation needs and instead puts the needs of the employee at the centre. When organisations design their people strategy with the employee as a primary stakeholder, we start to see some of the characteristics of a great employee experience, designed around wellbeing and purpose. The Benefex model of the new Employee Experience Design designed by one of this report's authors (fig.4) illustrates the impact of this on organisational performance. When a culture is centered around employee wellbeing and environmental support, we begin to see some of the common ways organisations achieve success.



The reality is that organisational income and profit does not need to come at the expense of employee wellbeing, in fact quite the opposite. There are very strong links between wellbeing, sustainability, and economic prosperity. A new moral code of wealth generation is evolving. Organisations that invest in employee wellbeing as an extension of their core values are experiencing **higher** levels of employee engagement, people productivity and associated income and profit as they tap into the discretionary contribution of their workforce. In turn, this workforce feels better empowered and appreciated, returning this goodwill through their loyalty to and promotion of their organisation as measured by their Net Promoter Scores (NPS).

Covid-19 has cost us dearly. Governments have been forced to open the public coffers to support their citizens through the pandemic; however, this debt will also need to be paid back. The most traditional and obvious alternatives are by increasing taxation and reducing the delivery of public services; however, increasing productivity provides an alternative to offset that debt through the sustained improvement of how our people, organisations, and society function, generating personal, organisational, and societal wealth. Now is an opportunity to rethink our approach in order to address the bigger picture, rather than simply return to our old 'pre-covid' ways.



Figure 4: EX Design for a New World:
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WHY FOCUS ON PURPOSE?

There is also an even bigger picture at stake here, that of global sustainability. The United Nations has identified 17 global Sustainable Development Goals (SDGs) that, if achieved, would transform our planet and the societies that we live and work in. Organisations are becoming more aware of these goals, how they link to their employee's life purpose and are now considering how they can participate in their achievement as part of their sustainability strategies. The way that employers promote and support the wellbeing of our people in the workspace, at home or in their premises, will be key to the achievement of these goals. Our personal wellbeing is highly dependent on a healthy environment; therefore, encouraging more exercise and healthier eating are beneficial to the environment too. Economic security is financial wellbeing, and many companies are encouraging and supporting their people to achieve personal financial wellbeing. Altruism is community wellbeing with green spaces and clean air, directly contributing to higher levels of our physical, mental, and emotional wellbeing.



Figure 5: The 17 United Nations Sustainable Development Goals

THE 17 UNITED NATIONS SUSTAINABILITY GOALS

We believe that there is a way that organisations can play their part in achieving some of the 17 global Sustainable Development Goals (SDGs) (Fig 5) through a focus on their employee wellbeing. Similar to Maslow's hierarchy of needs, individuals, working within their local communities and organisations, can and want to make a difference. Organisations who support individuals in the attainment of goals 1-8, enable them to participate in a society where they can also play their part in making goals 9-17 achievable. Responsible organisations, with an understanding of this bigger picture can enable so much more.

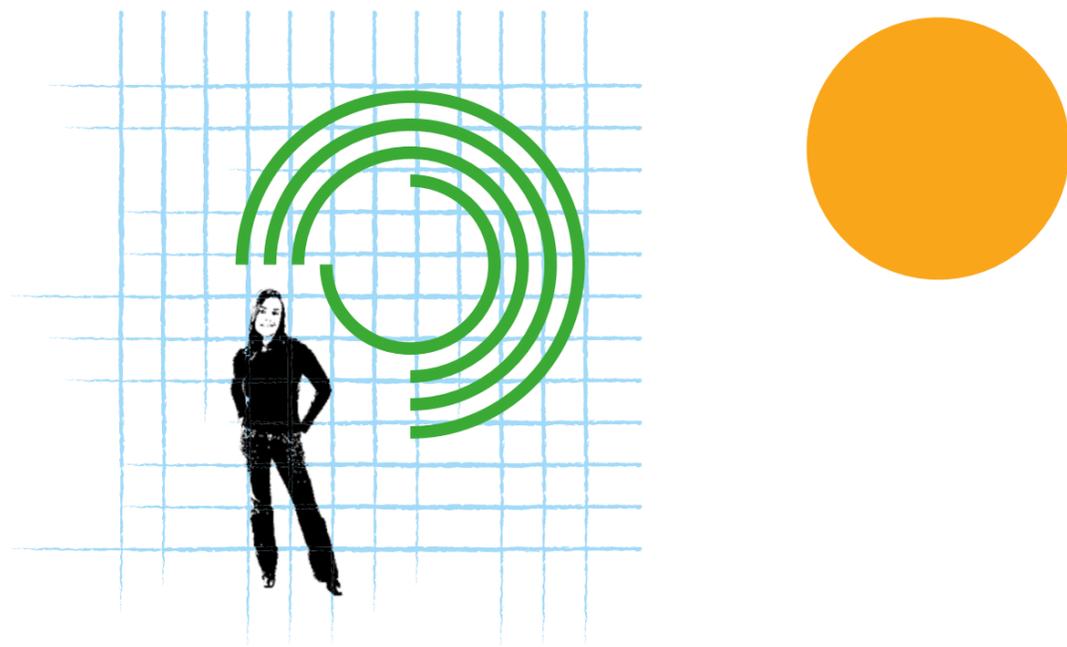
This pandemic has provided a unique opportunity for many employees to

consider what they want their future to look like. Do we really want to return to the frantic pace of life in the fast lane, dashing in and out of our polluted cities, on crowded public transport and congested roads, into expensive offices, working long hours and returning home exhausted, too mentally tired to give of your best to family and friends and too physically fatigued to invest in physical exercise that is so important to our physical and mental health and wellbeing?

Many surveys conducted during lockdown suggest that most employees, having experienced a different way of working and having become much more proficient in the use of technologies that enable remote and collaborate working, are looking

for a different way forward. We believe that employees, particularly the younger workforce, are looking for organisations whose organisational purpose aligns with their life purpose. Evidence highlights that they are actively seeking and willing to place their loyalty to organisations that value their employees by putting their people at the centre.

Welcome to the vision of the brave new world of hybrid work in organisations where the employee is empowered to make decisions that make sense for them and their life-purpose, based on their individual needs and expectations. Tension and loyalty are tested for both parties, in alignment with the needs and expectation of the organisation.



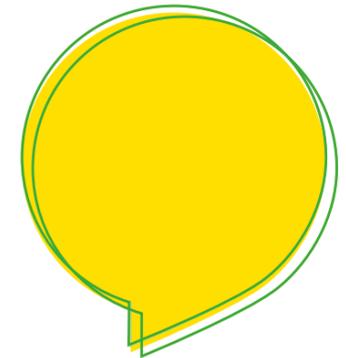
THE LEGACY OF THE MODERN 'CXO'

All over the world, the idea of what a business exists for is changing. We believe that organisations with purpose, combined with a people first attitude, are showing an enhanced route to success. It was once thought that the only reason a business existed was to make a profit. Leadership guru and organisational advisor expert Peter Drucker famously said the idea that the sole purpose of a business was to make money. But this sole focus on income generation assumes that you could claw back a failing business by just raising prices and generating more revenue. But does any of this still ring true in 2021? For starters, some of our most successful and recognizable brands aren't profitable at all. They may have completely changed the consumer landscape—and to an extent our society—yet never turned a profit (or took a very long time to get there).

Founded in 2008, Airbnb raised more than \$4bn in funding and currently operates at a loss. Dropbox founded in 2007 went public in 2018. At a valuation of \$9.2bn, it recently reported quarterly losses of \$17m. In 2018, Lyft's operating costs were double its gross profit, meaning it made a net loss of \$911m! While some of the businesses may soon turn a profit, each one of them had a purpose that was designed around changing the way we live and work first, changing how we view the role of a business in modern life.

The sustainability market in the US is expected to reach \$150 billion by 2021. The pandemic has highlighted the impact that our habits and associated decisions can have on the environment. Public support for sustainability has never been as high as it is now, and with only 55% of young people believing business is having a positive impact on society, sustainability is one area where organisations have the opportunity to prove their stated intentions and make a difference to the communities that we live in.

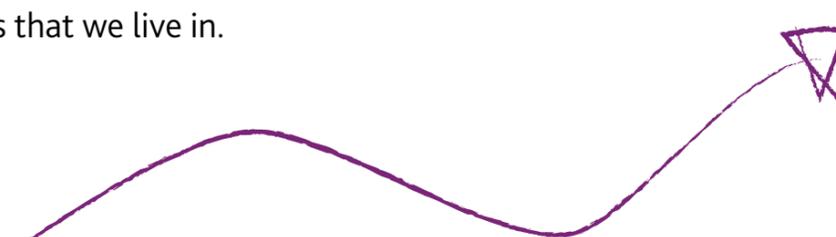
“THE SUSTAINABILITY MARKET IN THE US IS EXPECTED TO REACH \$150 BILLION BY 2021.”



The Wealth Generation Ecosystem



Figure 6: The Wealth Generation Ecosystem
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Looking back, we can see that 2019 was known as the year that young people lost their patience with big business. In just 12 months, the percentage of **people who believed business was having a positive impact on society dropped sharply from 76% to 55%**. People want to see more from an organisation and much more from their CxOs. The 2021 [Edelman Trust Barometer](#) finds that global trust in CxOs is on a decline with more than half of people saying they believe business leaders purposely mislead people. But evidence is emerging that when they get it right, CxOs can have a bigger impact than political leaders.

Researchers studied the political donations of almost 1,000 CxOs between the mid 1990s and 2005, then overlaid this with data tracking the companies socially responsible initiatives. They found that under liberal US presidents, socially responsible activities dropped by around 20%. It's suggested that when a president doesn't push the socially responsible agenda, CxOs are more likely to pick up the slack. This opens a huge and significant opportunity for CxOs and leaders to create a legacy that transcends profits alone.

The evidence is clear that for those CxOs whose stated purpose is changing the world, that their businesses appear to be more successful: Jeff Bezos (Amazon), Elon Musk (SpaceX and Tesla), Tim Cook (Apple), Satya Nadella (Microsoft), Mark Cuban (VC Entrepreneur), Paul Polman (Unilever), Emmanuel Faber (Danone), Hans Vestberg (Horizon) and Helena Helmersson (H&M) are all well-known CxOs who place a priority on sustainability and creating businesses that do good in the world. Although these organisations don't do everything right by the planet and their people, their CxOs have made open commitments to improving the sustainability of their organisations.

YOUR STAKEHOLDERS HAVE CHANGED

One of the biggest surprises to organisations is how quickly the stakeholder priority order has changed. Once upon a time, investors and shareholders were the primary stakeholders, only slightly making way for customers during the big customer experience boom of the early 2000's. However, changes in modern life and growing inequality have created generations of people who believe and demand more from their organisations. As a result, the primary stakeholders are now increasingly discerning employees and customers.

These priority stakeholders have new demands:

- Employees are seeking to align their own purpose with that of their employers and to make a difference
- Customers want to see more social good coming from big business
- Shareholders and investors now understand returns are higher when employees are looked after

A few years ago, [Nielson](#) reported that globally, 73% of consumers were willing to spend more money on a product if it came from a sustainable brand. And according to a [Horizon Media study](#), 81% of young people expect companies to make a public commitment to good corporate citizenship. Employees themselves are demanding more responsible employers. [An early 2019 study](#) found that

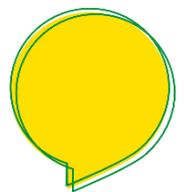
nearly 40% of younger employees have chosen a job because of sustainability and more than 70% said they are more likely to work at an organisation with a strong environmental agenda.

More than a decade after the big tech firms in Silicon Valley lured the best talent from around the world, there is a growing sentiment that the best positions aren't worth the ethical trade-off. Big employers like Google, Facebook and Amazon have driven huge skepticism in big tech and its once positive impact on the world. This 'techlash' is on the back of government fines, tax dodging, handling of sexual harassment claims, protests, and the unfair treatment of staff.

People are turning towards brands that support them to live more sustainable lives, and employers are starting to listen. In early 2021, 14 major UK employers joined the socially focused 'Purposeful Company' scheme. CxOs representing Capita, Unilever, Barclays, EY, PwC and others have made wide and ambitious public pledges to put the wellbeing of their people, local communities, and the broader society much higher on their boardroom agenda. The reason? As well as the positive impact on the world, these CxOs realised that when they get things right for employees and society, the long-term profitability of the business is enhanced.

Clare Chapman, who is co-chair of the Purposeful Company told the BBC:

“THIS IS A MOMENT TO BE SEIZED. THE MORE PURPOSEFUL COMPANIES, THE GREATER THE CHANCE OF SUCCESS IN BUILDING A STRONGER AND FAIRER ECONOMY POST THE PANDEMIC AND ADDRESSING THE CLIMATE CRISIS.”



But this isn't just about CxO legacy, social good or employee wellbeing, it's about creating a better and more productive organisation.

I'M IN... BUT HOW DO I GET STARTED?

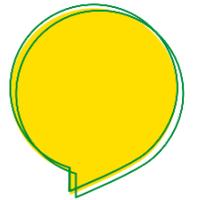
Ok, so you buy the vision, but what about the roadmap? How do I transform my organisation and get this new way of working on the road?

As with most organisational development initiatives, it starts with an evaluation of where you are today and what is already in place. Each organisation is unique, with their own set of values, a unique culture, vision, set of priorities and goals that are cascaded down through the organisation, resulting in the work of everyone. Just as each organisation is unique, so is everyone; therefore, it makes sense that everyone should have some voice in how and from where they achieve their unique objectives.

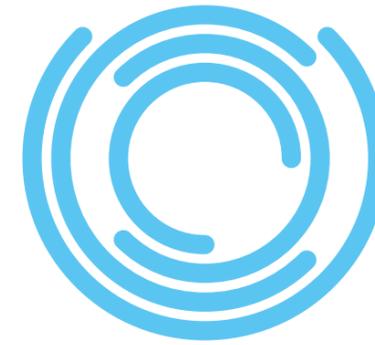
Of course, there are situations where individuals must work from specific locations. Nuclear materials and caustic chemicals cannot be handled within the safety of the home; however, we ought to be looking for opportunities for flexibility rather than defaulting to the 'one size fits all' and the supposition that 'it's the way we have always done it; therefore, it is the way that we need to do it'.

How many times has best practice been proven to have been simply a mechanism for the protection of the status quo? Covid-19 has proven otherwise, that we can do things differently using technology, buying local, challenging the status quo, and finding alternative and innovative ways to reach objectives that were previously considered to be out of the question.

"THIS BRAVE NEW WORLD REQUIRES LEADERS WITH COURAGE WHO ARE WILLING TO EMBRACE CHANGE AND REAP ITS POTENTIAL REWARDS AS A RESULT, DELIVERING HIGHER LEVELS OF EMPLOYEE HEALTH AND WELLBEING, IMPROVED LEVELS OF ORGANISATIONAL OBJECTIVE ATTAINMENT AND A MORE SUSTAINABLE ENVIRONMENT FOR ALL."



We have identified 10 actions that organisations of any size could adopt that we believe would help them in this organisational wellbeing, productivity, and sustainability journey. You can do them yourself or we can help you with them; either way, they are achievable, will deliver results and not cost you an arm and a leg either.



THE 'HOW TO' GUIDE OF HOW TO EMBARK ON THE TOP 10

1 ESTABLISH CLARITY OF PURPOSE COMBINED WITH A COMPELLING VISION

- Why do you exist as an organisation? What is your hope for the future of your organisation? What value do you bring to the communities that you serve and what difference will it make to your employees, customers, and partners?
- Link your consumer and employer brands with this message.

2 IDENTIFY WHAT IS MOST IMPORTANT TO YOUR ORGANISATION (YOUR VALUES)

- Review your values—personal and organisational. What is most important to you and why? How do you make decisions when faced with two important but conflicting choices? How do your values influence your decision making in a crisis? How do your personal values align to those of your organisation? What happens when you are out of alignment with your values? How do you realign when you establish that you are out of alignment?
- Consider what value your organisation brings to the public. Your local and environmental impact. How you support the public purse and what value you bring to the territories in which you operate.

3 GAIN INSIGHTS INTO YOUR EXISTING CULTURE AND AGREEMENT ON YOUR DESIRED CULTURE, UNDERPINNED BY KEY BEHAVIOURS

- Expose your executive colleagues and senior leaders to the [cost of the culture in your organisation](#). Invite them to [complete the 7 Significant Signals® diagnostic](#) to explore the impact that your existing culture has on your bottom line. Facilitate a workshop to share their results and agree how to grow a Highly Productive Culture with the resources you already have. Seek input to identify the key behaviours needed to future proof

your purpose, vision, and values. As leaders, how will you encourage behaviour expectations of each other? Dig deep to understand, and adapt and explore.

- The actions and words of senior leaders give the rest of the organisation permission to act a certain way, be more open and own their wellbeing. Encourage senior leaders to be open about their own wellbeing challenges and how this plays a part in their performance and success.

4 EVALUATE HOW YOU ARE PERFORMING AGAINST YOUR DESIRED VISION, VALUES, AND BEHAVIOURS?

- Having established your values, vision, and behaviours, engage the voice of your employees to give you feedback on where they believe you are today. How do things get done within your organisation? Who is invited and allowed to participate in the conversations? Who can challenge the status quo and how is their input received? What are the systems, structures, processes, and procedures that govern how decisions are made and employees are developed?
- Use subjective measures to gather employee feedback. Census, pulse, and polling surveys are all mechanisms to evaluate your current position and chart your way forward from.

5 PRIORITISE YOUR GAPS, BUILD ON YOUR STRENGTHS AND COMMUNICATE YOUR GOALS

- Analyse the feedback from your employee surveys and use this to help you prioritise which initiatives will have the positive biggest impact, in the most important areas, in the shortest amount of time and costing the least. Use these (and other) criteria to help you prioritise your pathway in the short, medium, and long term, delivering a balanced portfolio of quick wins and sustainable change.

- Employee voice is an incredibly important part of wellbeing. Your employees have the solutions. Where possible, involve your people in helping you make these priority decisions and own the changes needed. Empower them to get involved in turning your prioritised feedback into actions. Ask for volunteers to take ownership of areas that are of interest to them. Delegate responsibilities and authority for making decisions, along with the resources required to help them be successful. Have them make commitments that are SMART.

6 EMPOWER AND SUPPORT YOUR PEOPLE TO ACT AND DEVELOP THEIR SKILLS AND BEHAVIOURS IN ALIGNMENT WITH THE EVOLVING NEEDS AND EXPECTATIONS OF YOUR ORGANISATION

- Align employee recognition, behaviours, and expectations with your organisational values. Using the 3 Components for Peak Productivity, extend your review throughout your organisation.

7 HOLD YOUR PEOPLE ACCOUNTABLE TO THEIR COMMITMENTS TO CHANGE, ENCOURAGE AND RECOGNISE THEIR ACCOMPLISHMENTS

- Hold your people accountable to their commitments, giving them the necessary support to be successful. See accountability as an important part of employee development and wellbeing.
- Identify milestones along the journeys and praise them for their achievement, provide support when they fail to reach them yet have the appropriate level of motivation and intent.

8 BUILD MOMENTUM THROUGH COMMUNICATING INDIVIDUAL, COLLECTIVE AND ORGANISATION SUCCESS

- Give encouragement each step along the way. Publicise successes, use these to build momentum, give credit where credit is due and do not fail to take care of the small thank you's and symbols of appreciation along the way.

9 LEARN AND SHARE FROM YOUR SUCCESS AND FAILURES

- Make each journey a learning process. Establish a culture of psychological safety within which employees can take appropriate levels of risk, fail, succeed, learned from both failures and successes, and grow outside of their comfort zone in a safe and steady way. Promote innovation and the importance of challenging the status quo and give employees time to innovate through thinking outside the box.
- Encourage a community among your people so they can form important emotional bonds that enhance psychological safety and collaboration.

10 SUPPORT ALL IN ENJOYING THE JOURNEY, NOT JUST REACHING THE DESTINATION

- Take time to breathe. Establish a sustainable pace, remember you are running a marathon, not a sprint. Promote good practice in terms of health and wellbeing. Encourage employees to think, ponder, reflect, and iterate, not just act.
- A commitment to employee wellbeing is a long term and an evolving one. As society and your employees' lives change, know that you will have to move with them and their changing needs.

FINAL THOUGHTS

Socially responsible employers who care about employee wellbeing perform better than others. Evidence continues to emerge that shows the positive effects a commitment to people, planet and public services has on financial performance, corporate image, and stakeholder satisfaction. Consumers around the world no longer expect brands to just have a functional purpose, but a much higher one. Consumers are demanding brands look after their people and contribute to a better, well-functioning society. Some of the most successful global brands are now openly people centric and integrate social purpose into their brands. The wealth generation ecosystem is your new model for creating a more engaging, progressive, and productive organisation.

For more information and/or support on how to start or continue your people productivity journey, we look forward to hearing from you.

ABOUT ENGAGE FOR SUCCESS

Inspiring people and workplaces to thrive, Engage for Success is a growing, dynamic, voluntary movement promoting employee engagement as a better way to work that benefits individual employees, teams, and whole organisations.

At Engage for Success, our ambition is for everyone working in the UK to want, and be able, to give their best each day, so that each day is a great day at work, and that workplaces in the UK are thriving, growing,

and developing through the commitment, energy, and creativity of the people that work in them.

Discover how you, too, can be part of this:
<https://engageforsuccess.org/get-involved/>

Explore Engage for Success Resources:
<https://engageforsuccess.org/resources/>

THANK YOU TO BENEFEX FOR THEIR KIND SUPPORT IN PUBLISHING THIS REPORT.

No one comes to work to do a bad job or be actively disengaged. Benefex works with the world's leading organisations to revolutionise their people technology. Benefex helps over 650 organisations across 70 countries transform the experience of more than 1.6 million employees.

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ABOUT THE AUTHORS



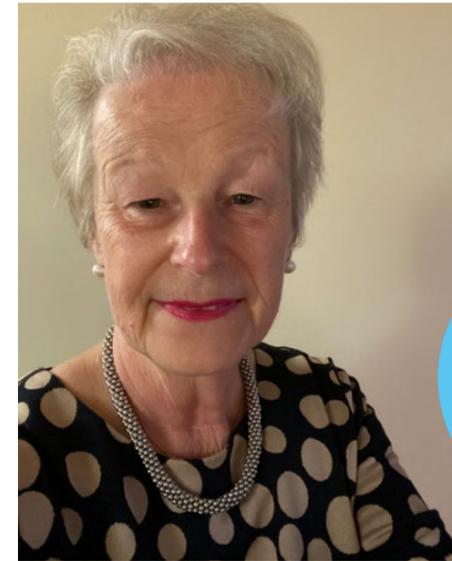
Alistair Aitchison, Emenex Ltd

Organisational Transformation | Leadership & Management Development | Employee Engagement | Adoption Change Management | Executive Coaching

At Emenex, Alistair has supported organisations including: Jaguar Landrover, the Atomic Weapons Establishment (AWE), Tetra Tech (Coffey) International Development, The Centre for Disaster Protection, Philips Healthcare, NHS Primary Healthcare, Molson Coors, Extreme Networks, Capita, ADCO, DeLaRue, Dubai Properties and MAF Ventures in the identification, development and application of required knowledge, skills and behaviours associated with organisational transformation in employees at all levels (leadership, management, and individual contributors).

He is an experienced leadership and management coach dedicated to the engagement and contribution of employees. He co-authored "The Employee Engagement Mindset" (McGraw-Hill) in 2012 and was awarded the Oxfordshire Football Association Coach-of-the-Year Award in 2018 for his dedication to embedding the FA values while coaching within the grass-roots game.

Alistair was educated at Edinburgh University (BSc Hons in Chemistry) and the Marriott Business School at BYU (MBA). Prior to his MBA, he had successful periods of employment with ICI and on the graduate programme at Air Products & Chemicals. Post MBA, he worked as Product Marketing Director in the USA at Novell before returning to the UK in 1997 as EMEA VP of Marketing and Sales Development. He co-founded what is now Emenex in 2001.



Fiona Anderson, Culture Catalyst and Founder of My Change Expert Change Consultancy | Facilitation | Exec Coaching | Leadership Growth

To deliver change, most businesses focus on process improvement and invest in technology. At My Change Expert, Fiona and her colleagues focus on your most important assets—you and your people, to develop bespoke solutions that are key to your business success.

Fiona will shine a light on people and their behaviours to reveal potential improvement in people performance and productivity. A recent client identified that their culture is potentially costing them a staggering £1.4m per annum.

Initially trained by PWC, her senior roles in British Gas and Royal Mail equipped Fiona to lead and successfully deliver substantial change. She brings a wealth of expertise, to scope the business case and equip businesses to achieve a high performing, highly productive culture. For example, an Executive team achieved 49% improvement, based on Patrick Lencioni's definition of a Cohesive Team.

Her track record, in helping her clients deliver tangible results spans a variety of sectors from micro-SMEs to Global Corporations, Voluntary and NGO, National and Local Government includes: IT; Legal Firms, Recycling; Precision Engineering, PR, Logistics, Universities and Schools:

Fiona volunteers and shares her expertise widely:

Thought leadership and conference speaking | Awarded: for Inspiring Employee Engagement in UK, Engage for Success 2018 and 2019 | Exemplar: Driver of Culture Change, The Manufacturer 2015 | Founder: Greater Birmingham Engage for Success Network to Share + Learn + Inspire and #PeopleProductivity @ Engage for Success | Member: Association for Coaching; Engage for Success Steering Group; CIPD Associate and highly active committee member, awarded Outstanding Branch Volunteer, 2021

ABOUT THE AUTHORS



David Evans, Founding Partner of Emenex
Leadership Development | Employee Experience
| Change Management Practitioner | Facilitator

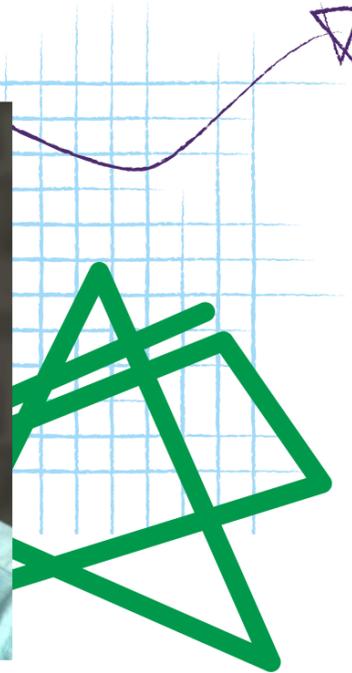
David has over 30 years of sales, technical consulting, and management experience. He combines his business development expertise with a career long interest in the competitive business impact that results from engaging staff in personal leadership and development.

David's career began in engineering R&D with the consulting firm, W. S. Atkins & Partners. In 1986 PDA Engineering of California invited him to open its first European operation to win new clients, train and support their use of advanced techniques for large scale, computer aided engineering (CAE). In 1994, David moved to the U.S. firm, the MacNeal Schwendler Corporation as Director of Sales, Marketing & Support for the UK and Nordic regions. Here he extended his responsibility for supplying CAE solutions with professional services, principally to multinational aerospace, automotive, defence and energy manufacturers.

At Emenex, David has collaborated with clients from the private and public sectors in the design and implementation of programmes centred around leadership development and strengthening individual contribution.

He is an accredited practitioner for Prosci, the structured change management methodology focused upon the people side of change. In this role, supporting senior leadership teams through organisational change in order to realise their target outcomes. He has worked as an 'ambassador' for Engage for Success, promoting the movement across industry and securing sponsorship from UK companies such as IBM UK.

David is a graduate of Loughborough University with a Bachelor's Degree in Civil Engineering.



Gethin Nadin, Psychologist and Best-selling HR Author and Chair, Wellbeing Thought Action Group, Engage for Success
Employee Wellbeing | Employee Experience | Behavioral Science | Psychology

Gethin is an award-winning MBPsS psychologist who has been helping some of the world's most well-known brands to improve their employee experience and wellbeing for two decades. The last 10 years have been spent reporting to the CEO at Benefex, where Gethin leads wellbeing and employee experience thought leadership.

As a frequent writer, podcaster, awards judge and keynote speaker on employee experience and employee wellbeing, Gethin has been featured in Forbes, The Guardian, BuzzFeed, The Huffington Post and The Financial Times, as well as all major HR, Reward and Pensions publications and podcasts. Gethin has been listed as one of the world's top 101 Global Employee

Experience Influencers in 2020 and 2021, is listed on the Employee Engagement Power list and a two-time winner of HR's Most Influential. Gethin is also a Key Stakeholder in UK Government Transport Employee Wellbeing KPI's and a Fellow at the Royal Society for Arts, Manufactures and Commerce (RSA).

In 2018, Gethin published his first book—the HR bestseller 'A World of Good: Lessons From Around the World in Improving the Employee Experience', which has gone on to inspire tens of thousands of readers as well as HR teams at some of the world's largest organisations. In 2021, Gethin co-authored his second book 'Das menschliche Büro - The human(e) office'.

