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

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.

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.
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:

- Emotional well-being: Mind
- Physical well-being: Body
- Social well-being: Purpose
- Financial well-being: Wealth

Source: Limeade/Quantum workplace – 2016 well-being and engagement report; Research and Sensing Platform by Deloitte
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 sometimes\(^1\)

38% of employees in the UK say lockdown has had a negative impact on their well-being\(^2\)

42% of millennials in the world say they are stressed all or most of the time\(^3\)

The most significant human capital challenges during the pandemic in Ukraine\(^4\):

1. Emotional burnout of employees
2. Difficulties of team communication
3. Uneven distribution of tasks within or between teams

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)

- Workforce experience: 62%
- Reputation in market: 42%
- Customer experience: 40%
- Financial outcomes: 38%
- Innovation and adaptability: 34%

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

* 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 other 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.
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.

* Definition of term leaveism is presented on slide 36
** Definition of term presenteeism is presented on slide 39

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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

<table>
<thead>
<tr>
<th>Industry</th>
<th>61% of Organizations</th>
<th>39% of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>do not have a formal strategy and act on the ad-hoc basis</td>
<td>have a formal well-being strategy</td>
<td></td>
</tr>
<tr>
<td>83% organizations in wholesale and retail</td>
<td>55% organizations in consumer products</td>
<td></td>
</tr>
<tr>
<td>75% organizations in IT</td>
<td>40% organizations in pharmacy and medicine</td>
<td></td>
</tr>
<tr>
<td>63% organizations in financial services</td>
<td>37% organizations in financial services</td>
<td></td>
</tr>
<tr>
<td>60% organizations in pharmacy and medicine</td>
<td>25% organizations in IT</td>
<td></td>
</tr>
<tr>
<td>45% organizations in consumer products</td>
<td>17% organizations in wholesale and retail</td>
<td></td>
</tr>
</tbody>
</table>

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

- **31%**
  - Level 1
  - Well-being as a healthcare benefit
  - Preventing accidents, keeping people healthy at work, reducing healthcare costs (e.g., medical insurance), eliminating ‘absenteeism’

- **30%**
  - Level 2
  - Well-being for personal improvement
  - Enabling and supporting healthy work environment, healthy work styles, helping employees with personal, family, and financial well-being

- **23%**
  - Level 3
  - Well-being as a corporate performance strategy
  - Focusing on helping people improve energy, productivity, focus, and sustainability at work, including career, skills, and growth

- **16%**
  - Level 4
  - Well-being for the social good
  - Focusing on well-being as an overall social sustainability program, contributing to well-being and health of the community, families, and citizens
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.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer products</td>
<td>27%</td>
<td>9%</td>
<td>46%</td>
<td>18%</td>
</tr>
<tr>
<td>Pharmacy and medicine</td>
<td>40%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Financial services</td>
<td>37%</td>
<td>25%</td>
<td>25%</td>
<td>13%</td>
</tr>
<tr>
<td>IT</td>
<td>17%</td>
<td>50%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Wholesale and retail</td>
<td>50%</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

- 2% Strongly disagree
- 4% Disagree
- 12% Neutral
- 47% – Agree
- 35% – Strongly agree

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

- 2% Strongly disagree
- 18% Disagree
- 52% Neutral
- 28% – Agree

**Employees** are keen to engage in well-being initiatives

- 4% Strongly disagree
- 14% Disagree
- 56% Neutral
- 26% – Agree

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

1. **Employee well-being management**

2. Mental well-being

3. Leaveism and presenteeism

4. Impact of remote work on well-being

5. Impact of technologies on well-being

6. Conclusions: identifying the path to success

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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.

![Well-being Components and Actions](chart)

- **Financial well-being**: 47%
- **Physical well-being**: 44%
- **Mental well-being**: 36%
- **Social well-being**: 22%

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

- **Wealth**: 67%
- **Body**: 60%
- **Mind and soul**: 56%
- **Purpose**: 47%

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

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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.)

- **Principles of equality and fairness in rewards**: 73%
- **Regular communication on reward policies**: 64%
- **Employee discount program**: 55%
- **Welfare loans**: 20%
- **Financial education**: 18%
- **Encouraging positive financial habits**: 4%

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

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

- **89%** Private medical insurance
- **61%** Free flu vaccinations
- **59%** Advice on healthy eating/lifestyle
- **57%** Health screening
- **56%** Dental cash plans
- **48%** Critical illness insurance

*Among those organizations whose actions to a great extent, to some extent and to a small extent cover physical well-being*
What **physical** well-being programs do organizations implement?*(2/2)*

- **Long-term disability/permanent health insurance**: 46%
- **Access to complementary methods of therapies (reflexology, massage)**: 35%
- **Regular exercise classes**: 33%
- **Free eye tests**: 33%
- **In-house gym and/or subsidized gym membership**: 30%
- **Reconfiguring of the physical workspace at home**: 28%

**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*
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

- **Promotion of flexible working options**: 94%
- **Raising awareness of mental health issues**: 74%
- **Trainings aimed to build personal resilience**: 55%
- **Services of external or internal psychologists**: 48%
- **Employee assistance program**: 45%

**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*
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.

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular staff meetings</td>
<td>68%</td>
</tr>
<tr>
<td>Teambuilding</td>
<td>66%</td>
</tr>
<tr>
<td>Community initiatives</td>
<td>63%</td>
</tr>
<tr>
<td>Additional corporate benefits</td>
<td>41%</td>
</tr>
<tr>
<td>Interest groups</td>
<td>30%</td>
</tr>
<tr>
<td>Paid days-off due to volunteering</td>
<td>11%</td>
</tr>
</tbody>
</table>

**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*
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.*
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.

Other metrics that are monitored include:

- **Absenteeism**: when employees have an unscheduled absence
- **Injury rates**: safety and health
- **Leaveism**
- **Presenteeism**
- **Well-being programs costs**
- **Analysis of used vacation days, time charge**

*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**
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.

<table>
<thead>
<tr>
<th>%</th>
<th>Change in well-being programs*</th>
</tr>
</thead>
<tbody>
<tr>
<td>79%</td>
<td>Made focus on working remotely</td>
</tr>
<tr>
<td>64%</td>
<td>Made greater focus on mental health</td>
</tr>
<tr>
<td>60%</td>
<td>Expanded insurance programs</td>
</tr>
<tr>
<td>57%</td>
<td>Created thematic workshops for the employees</td>
</tr>
<tr>
<td>32%</td>
<td>Implemented meditation or related programs</td>
</tr>
</tbody>
</table>

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

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

- **Enhanced employer brand**: 58%
- **Better employee morale and engagement**: 56%
- **Better staff retention**: 46%
- **Increased level of innovation and adaptability**: 39%
- **Improved productivity**: 37%
- **Creation of a healthier and more inclusive culture**: 35%
- **Reduced work-related stress**: 35%
- **Improved quality of customer service**: 33%
- **Lower sickness absence rate**: 30%
- **Reduced professional burnout**: 21%
- **No achievements**: 7%
- **Do not measure the impact**: 4%
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

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor illness</td>
<td>89%</td>
</tr>
<tr>
<td>Child care responsibilities</td>
<td>65%</td>
</tr>
<tr>
<td>Musculoskeletal injuries</td>
<td>21%</td>
</tr>
<tr>
<td>Stress</td>
<td>9%</td>
</tr>
<tr>
<td>Mental disorders</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Causes of long-term absence

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor illness</td>
<td>60%</td>
</tr>
<tr>
<td>Child care responsibilities</td>
<td>58%</td>
</tr>
<tr>
<td>Acute medical conditions</td>
<td>40%</td>
</tr>
<tr>
<td>Stress</td>
<td>5%</td>
</tr>
<tr>
<td>Mental disorders</td>
<td>5%</td>
</tr>
</tbody>
</table>
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**
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.

- Workloads/volume of work: 78%
- Causes related to the pandemic and quarantine: 38%
- Organizational changes: 29%
- Remote work: 25%
- The pressure to meet targets and/or deadlines: 25%
- Overloading of the amount of information: 22%
- Management style: 15%
- Personal relationships/family: 15%
- Uncertainty of the future: 13%
- Relationships at work: 7%

Other (less than 5%):
- Financial results of the organization
- Technology usage
- Diseases/health issues
- Salary
- Since we outsource our teams some of these issues are not related to our company but rather to the client's management
- Communication with a large number of customers

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
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:

- **83%** Staff surveys and/or focus groups to identify causes
- **79%** Flexible working options/improved work-life balance
- **48%** Stress management training for the whole workforce (such as coping techniques, mindfulness)
- **41%** Training for line managers to manage stress
- **38%** Employee assistance program
- **28%** Provision of a long-term vacation/sabbatical
- **17%** Risk assessments/stress audits
- **14%** Changes in work organization, such as job role adaptations
- **7%** Written stress policy/guidance
- **3%** Confidential communication channel for employees to share their concerns and obtain appropriate help or advice
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
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 (33%).

Organizations have managers who are confident to have sensitive discussions around mental health and signpost staff to expert sources of help if needed (22%).

Organizations have managers who are confident and competent to spot the early warning signs of mental disorders (9%).
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.

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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
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%).

- 56% Organizations say that employees work outside contracted hours to get work done.
- 36% Organizations say that employees use allocated time off (for example holiday) to work.
- 31% Organizations say that employees use allocated time off (for example holiday) when unwell.
- ONLY 24% Organizations say that they do not observe the leaveism.
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.

- Monitoring/redistributing workload: 25%
- Regular communication to employees: 22%
- Investigating potential causes and eliminating them where possible: 19%
- Fostering a culture where people do not work excessive hours: 18%
- None: 15%

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

*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.
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:

- Sending people home who are unwell: 59%
- Monitoring/redistributing workload: 47%
- Fostering a culture based on outputs (not inputs): 41%
- Regular communication to employees: 29%
- Investigating potential causes and eliminating them where possible: 24%
- Leaders role modelling by not working when ill: 15%
- None: 15%

Other (less than 12%):
- Ensuring that attendance management policies do not promote ‘presentism’
- Training line managers to spot the red flags
- Area of managers responsibility
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.

- **83%** Organizations observe both positive and negative impacts of remote work.
- **4%** Organizations observe only a negative impact.
- **7%** Organizations observe only a positive impact.
- **2%** Organizations observe neither positive nor negative impact.
- **4%** Organizations say that all employees work on-site.

Among them, 81% of organizations implement initiatives to reduce the negative impact of remote work.
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.

- Conducting regular online team meetings
- Conducting teambuilding, social activities
- Providing additional equipment, organization of workplaces at home
- Conducting webinars, trainings on methods of effective remote work
- Ability to work from the office
- Flexible work schedule
- Specialist consultations
- Improving IT infrastructure
- Sports initiatives
- Individual meetings with HR and/or leader

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

- **72%** Organizations provide additional equipment
- **95%** Organizations provide hardware
- **47%** Organizations provide other equipment (tables, chairs)
- **26%** Organizations do not provide additional compensation or equipment for remote work
- **4%** Organizations provided a one-time allowance

**Other:**
- Router and internet settings
- Humidifier, heater, extra tables or chairs for relatives

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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 (57%)
- Organizations observe only a positive impact of technologies (36%)
- Organizations observe neither positive nor negative impact of technologies (7%)
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

- Inability to switch off out of work hours: 87%
- Less face-to-face interaction and reduced quality of communication: 68%
- Stress when technology fails: 58%
- Health implications of sitting/looking at a screen for prolonged periods of time: 58%
- Affected sleep quality if cannot switch off: 42%

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.
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

- Ability to work in a flexible format: 96%
- Reduced commute times/costs for staff if working from home: 90%
- More effective communication: 66%
- Ability to give immediate feedback to staff: 46%
- Improved efficiency and frees up time to focus on more meaningful tasks: 40%

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
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.

Organizations use technology to maintain employee well-being among them:
- 38% Vendor-based corporate apps & platforms
- 31% Custom in-house solution, corporate programs
- 25% Individual apps

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

1. Employee well-being management
2. Mental well-being
3. Leaveism and presenteeism
4. Impact of remote work on well-being
5. Impact of technologies on well-being
6. Conclusions: identifying the path to success

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Appendix
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

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 Ukraine
- Luxoft
- McDonald’s Ukraine
- Miele
- Mondelez Ukraine
- Moneyveo
- Naftogaz Group
- National Bank of Ukraine
- Novus
- Olvia
- OTP Bank
- Piraeus Bank
- Servier Ukraine
- Silpo
- SoftServe
- StarlightMedia
- UKRISIBANK BNP PARIBAS
- Ukrtransgaz
- YouScan
- Yuria-Pharm
- Zhuk

* Companies that have agreed to disclose their name