

The Channel Islands' Wellbeing Report 2021



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"The state of wellbeing in the CI clearly demonstrates that despite enjoying, on average, a perceived better quality of life, people are no less immune to the factors and challenges that affect their daily wellbeing."

We Talk Wellbeing
and Marbral Advisory

We Talk Wellbeing - Helping people, teams and organisations live and work well

At We Talk Wellbeing we believe that happy, healthy and engaged employees, managers and leaders perform better, leading to increased productivity and innovation. This in turn, creates or strengthens dynamic, inspiring and sustainable organisations.

Our range of wellbeing solutions and expert advice support employees at work and in life, helping to build physically and mentally resilient employees, teams and organisations. Employee engagement and performance are 'must haves' for any successful business, and the key wellbeing enabler to achieve these factors is resilience.

Stress, depression and anxiety continue to represent significant ill-health conditions in the workforce, accounting for 51% of work-related ill health and 55% of working days lost in 2020, in the UK¹. Professional burn-out is now recognised by the World Health Organisation as an occupational phenomenon. We are faced with an overwhelmed workforce.

"Research shows that unhealthy, unengaged employees cost the UK economy almost £92 billion in 2019."

Our organisations are filled with capable, dedicated and passionate people. For our colleagues to continue to move forward during uncertain times, they need to feel safe, protected and supported. The time is now to think about support, care and feedback as opposed to expense. The time is now to put people's wellbeing first.

Our vision is to help organisations place employees' wellbeing front and centre, as the guiding voice of all organisational policies and practices. We Talk Wellbeing was founded to provide practical solutions in supporting you to increase the visibility of wellbeing in your organisation.

We believe that visible wellbeing action matters. For the individual, it helps promote healthier habits, for teams it challenges stereotypes and provides positive role



modelling for the workforce. Visible wellbeing action develops a wellbeing culture where employees thrive, and the business is better placed to fulfil its potential. We aspire to wellbeing philosophy being the foundation of every conversation and connection in the workplace, and we connect organisations with opportunities to talk and learn about what really matters to them in terms of wellbeing.

Wellbeing needs to be part of strategy, policy, action and outcomes, the same as any other critical success factor to your business. When we are able to openly talk about what wellbeing means to us, we are one step closer to developing a culture where our physical and mental wellbeing is valued and where we can optimally perform.

Employee wellbeing is at the heart of our vision. The health and safety of our customers is our primary concern during these turbulent times. The events of 2020/21 have, and will continue to have, a significant influence on how we work and have resulted in a changing paradigm on how we think about workplace wellbeing.

That is why we committed to conducting the first-ever Channel Islands Wellbeing Report with our partner Marbral Advisory.

We recognise that people need to be at the core of how we do business and how they experience it. That the boundaries between personal and professional lives have never been so blurred as they are today. Addressing the wellness concerns of our workforce is a critical and necessary activity if we are to continue to build successful and employee-centric businesses.

We hope our report helps you to shape your business with people at the centre, through developing a deeper understanding of your wellbeing requirements and aspirations in this emerging new working world. By putting wellbeing at the heart of your organisation, we hope you embrace the benefits of providing an environment where both individuals and teams thrive and one in which the organisation maintains and protects its 'health'.

Dr Glenda Rivoallan
Founder and CEO

Kenneth Manson
Consultant

Marbral Advisory – Supporting organisations to successfully adapt and grow

At Marbral Advisory, we have been working with organisations undergoing change since our incorporation in 2014. We know that organisations that are 'well' perform better and there is extensive research correlating positive wellbeing with high performing organisations.

Looking at attitudes close to home, Jersey Finance's 'Jersey Means Business Report 2020' identified wellbeing in the top five factors influencing productivity, highlighting the link between a positive work-life balance and higher performance. Further afield, numerous leading organisations have 'wellbeing at work' in their top five priorities for 2020 onwards, examples include Deloitte, PwC, AoN, the CIPD, and Bupa. If the Channel Islands are to keep up with the UK and other jurisdictions in sourcing and retaining talent, focusing on wellbeing cannot be overlooked.

As a change management organisation, we see change as a constant, but recognise that change is not always easy or comfortable. It may sound obvious, but change is generally much more difficult in environments where wellbeing is not given prominence or where it is considered a 'nice to have' or indeed something which 'HR do'. Given resistance

to change is the norm, it is not unusual to find that resistance increases where negative wellbeing traits prevail. This resistance to change can significantly set organisations back, stifling growth and hindering engagement.

Focusing on the people side of change has shown us how important it is to widen the lens on wellbeing. We believe that wellbeing is a combination of self, team and organisation which is why this research focuses on all three aspects. When an individual is not personally well, they will be less productive and find change more stressful. When the team they work in is dysfunctional, trust and relationships suffer, and this in turn stifles innovation. When the organisation has a damaging culture without an environment that promotes wellbeing, bad behaviours emerge that can affect productivity, engagement, and decision making.

All of these factors can lead to a lack of purpose and direction and, as we see in this research, there is a noticeable correlation between feeling purposeful at work, feeling valued, and the likelihood of employees to recommend the organisation as a great place to work. This correlates with recent workforce research in Jersey where 39% of people said they did not intend to continue working with the same employer once the COVID-19 pandemic was over².



"In Guernsey, 61% of businesses have said they are prioritising reviewing company culture as a result of COVID-19³."

The Channel Islands already face challenges with a competitive labour market, now employees' priorities may also have shifted as people have taken the time to re-evaluate what is important. This means that to attract essential talent, businesses are now going to have to focus on culture and wellbeing more than ever before.

When it is clear that wellbeing correlates directly to business performance and an organisation's ability to adapt and grow, why is it still so misunderstood? We believe the solution lies in the ability to focus on the various influencing factors which may be unique to an organisation and by using insightful data to drive interventions and improvement for the good of the self, team and organisation.

We hope that this report will begin to break down perception barriers to the word 'wellbeing', which is often seen as an abstract concept, one hard to contextualise and unrelated to the performance of the business. We believe that by concentrating on wellbeing strategy and engagement, and a healthier

and more inclusive culture, we can improve the quality of working life for the individual and organisational performance for the employer. We are working with clients across all sectors on these programmes and seeing excellent results as clients give essential focus to their most valuable asset – their people.

Marbral Advisory are working in partnership with We Talk Wellbeing to deliver this important piece of research into corporate wellbeing. We believe that the results of this report will help to shape how the Islands view, manage, measure and invest in wellbeing in the future for the sake of the health of our people and our island economy.

Leonie McCrann
CEO

Natasha Egré
Head of Client and Product Development

Jenny Winspear
Consultant and Product Development Lead

Executive Summary



What Are The Aims Of The Report?

The Channel Islands' Wellbeing Report 2021 was developed, designed and conducted by:

- **We Talk Wellbeing, a wellbeing consultancy company and training provider;**
- **Marbral Advisory - an advisory business.**

The purpose of the survey was to understand the current status of wellbeing in the Professional Services sector and to provide a platform of data-driven insights into wellbeing at work across Jersey and Guernsey. There has been growing awareness of the influence of wellbeing at work in the UK and further afield given its importance after a) the changes we have experienced due to the pandemic, and b) the growing evidence demonstrating its effect on business productivity. It is important for the Channel Islands to take the same approach to wellbeing by gathering data to provide more detail on what the current wellbeing context is. This will allow businesses to better understand what wellbeing entails, where wellbeing initiatives may have the most impact, and help to clarify why investment in wellbeing is of importance to organisations.

Who did we speak to when developing the report?

Within this report, we also felt it important to gain practical and grounded perspectives on wellbeing at work from industry leaders within the Channel Islands. With a focus on wellbeing, we interviewed certain members of the Jersey and Guernsey communities. These include the CEOs of Jersey Finance and We Are Guernsey for a business perspective; a General Practitioner and a Mental Health Practitioner; the Operations Manager for Mind Jersey, and a Social Wellness Expert who champions wellness programs within businesses. These interviews can be found after the main body of the research results with insights used where applicable in the main body of the report.


Defining Wellbeing

What wellbeing means can, and does, vary from person to person. For some, it encompasses the idea of balancing mind, body and soul. For others, it centres around value factors such as having a sense of purpose or a sense of community. Wellbeing can also be determined by living in an environment which provides quality of life or identity through work/profession.

Who is this report intended for?

Business leaders, policy makers, a wide range of professionals (employee and employer) and researchers whose interests relate to Self, Team and Organisational wellbeing. The report focuses on the CI but is also relevant to the interests of other countries.

For the purposes of this research, “wellbeing” is defined by three core domains. The balance of these three domains makes up the core of working well and living well:




Self

'Feeling I have the necessary physical, mental, emotional and spiritual health to live the life I want to lead'.

We surveyed three sub-domains:

- 1 Lifestyle
- 2 Happiness
- 3 Resilience



Team

'Feeling close to others and part of a supportive work community'.

We surveyed three sub-domains:

- 1 Relationships
- 2 Communication
- 3 Trust



Organisation

'Feeling the organisational context is supportive of wellbeing practices and alignment to core values'.

We surveyed three sub-domains:

- 1 Leadership
- 2 Environment
- 3 Culture

"The state of wellbeing in the CI clearly demonstrates that despite enjoying, on average, a perceived better quality of life, people are no less immune to the factors and challenges that affect their daily wellbeing."

We Talk Wellbeing and Marbral Advisory

While we cannot make direct comparisons between individual facets of wellbeing, (i.e. Self, Team and Organisation) scores for 'Team' measures were most favourable, followed by 'Self' and lastly 'Organisation' in the people surveyed.

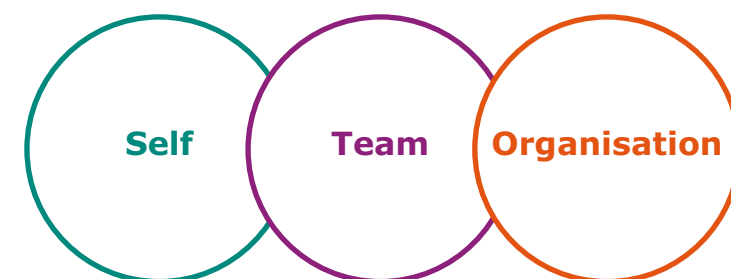
Social Wellness Is Key To Wellbeing

Regardless of the individual scores on each element of wellbeing, the research supports a social wellness view of wellbeing in that it is not an individual pursuit, i.e. solely the responsibility of the Self. Our own theory that to live and work well demands collective responsibility holds true. Our findings demonstrate that interconnectedness with others (the Team) and that of the Organisation are key determinants of overall wellbeing. We observed that when aspects of Relationships and Communication are more positive, individuals also reported higher levels of Trust. Likewise, higher levels of Trust were correlated with better Relationships and Communication.

What Does Our Research Tell Us?

Our research demonstrates that wellbeing is related to people, processes and subsequently performance, both work performance and performance in life generally. A culture of wellbeing requires a balance of appropriate resources and opportunities, with the commitment to work towards achieving optimal health and resilience for the individual, the team and the organisation.

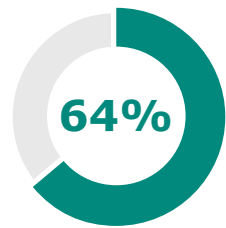
The survey analysis revealed important themes under Self, Team and Organisation:



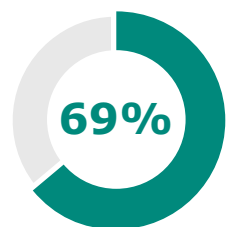


Self

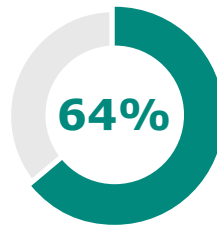
Lifestyle



Key Finding 1
64% of those surveyed rated their mental health at a 4 or 5 (5 being 'best') pre lockdown versus only 30% post lockdown, with only 5% rating their mental health at its best in the last 30 days.



Key Finding 2
69% rate their social health between 1 and 3 (out of 5) in the last 30 days.



Key Finding 3
64% of those surveyed rated their physical health between a 1 and a 3 in the last 30 days.



1. Inner Health
2. Physical Health
3. Social Health
4. Mental Health

Key Finding 4
Inner Health was rated the highest of the lifestyle factors, followed by physical health, followed by social health and then mental health.

While there is evidence of individuals engaging in healthy habits and lifestyles, lifestyle scores in the survey were not optimal and there is scope for improvement.

Where scores on aspects of lifestyle were more positive, there was a large effect on individuals' reported levels of happiness.

This should be considered when thinking about the impact that lifestyle and happiness has on wellbeing. If the individual is physically, mentally, socially and spiritually well, then it suggests that happiness follows as a result.

The research on physical health as a protective factor against COVID-19 is growing and will take more prominence moving forward. It is encouraging that the majority of people appeared to look after their physical health.

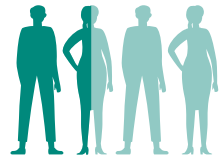
Mental health and social health scores witnessed the biggest drop of all lifestyle measures in the 30 days leading up to the survey. Mental health is of growing concern in workplaces around the world, the CI being no different, stress being the main symptom of prolonged adverse mental health. Positive mental health improves wellbeing across all standard wellbeing measures. If you are psychologically well, you are more likely to be physically well.

Stress

Key Finding 5
Company performance could be at risk due to increasing levels of stress.

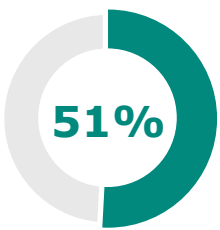
Our findings demonstrate that individual wellbeing factors i.e. Resilience, Happiness and Lifestyle, were all correlated with levels of stress. Research shows us that stress is highly linked to lower resilience and lower productivity. The fact that our findings support this view should be a key concern for organisations and more specifically for CI companies.





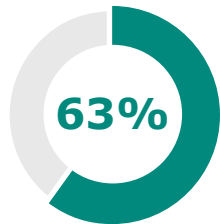
Key Finding 6
32% of all people surveyed reported a perception of not coping.

As stress is a symptom of poor wellbeing, and a perception of not coping, (ultimately leading to burn-out), it is critical that we get to the root causes of why people are stressed if we are to gain the necessary understanding to develop well-designed intervention strategies and avoid growing levels of absenteeism and presentism.



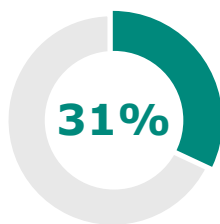
Key Finding 7
51% cited having work life balance in professional services.

The global research clearly highlights the risk associated with poor work life balance and burn-out and this is becoming a priority risk factor in organisations. If 49% of respondents claim to not have a good work life balance, businesses within Jersey and Guernsey should start exploring ways that this can be improved, as doing so could help to increase overall wellbeing.



Key Finding 8
63% cite work as one of their primary causes of stress, anxiety and poor wellbeing.

It is therefore critically important that organisations understand the determinants of stress on its people and teams. It is simply not enough to provide interventions to combat the symptoms, as interventions targeted at only the Self most often fail to identify any other prevailing factors or causes of stress within a given organisation. Where work-life balance is compromised, this adds weight to the finding that people find work their main stressor.



Key Finding 9
31% of respondents stated that they 'strongly disagree', 'disagree' or were 'unsure' if they are positive about their future at work post-COVID-19.

Resilience

Resilience is in line with the global average.

Our findings reiterate the notion that resilient people tend to be happier people and more able to thrive despite their environment.

Key Finding 10

Resilience in those surveyed was no better than the average person and had a moderate effect on Happiness within the survey.

Key Finding 11

While many corporate wellbeing surveys suggest that people working in professional careers tend to be more resilient, we did not observe this in our findings.

For companies to perform at their best, 'average' resilience is not the standard for benchmarking best practice, hence this needs further action.

We advocate the benefits of resilience training for individuals but again it is not enough to consider the individual in isolation. The main causes/drains on one's resilience are often as a result of factors out of an individual's control such as team dynamics and organisational culture, and not effectively targeted by resilience training alone but in combination with changes in work practices and habits. Again, we must stress that organisations must look to get to the root of the issue and determine new wellbeing initiatives and strategies rather than taking a short-term 'fix' approach to solving the problem.

Happiness

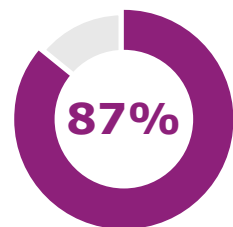
Happiness levels in professional services were lower than the average person (international benchmarking).

Lifestyle was shown to have a large effect with individuals reporting higher levels of Happiness. This should be taken into account when thinking about the influence that lifestyle has on wellbeing. The evidence between wellbeing and its link to happiness (both at work and at home) is mounting and one of the fundamental reasons why happiness is becoming a more frequently used tool for measuring wellbeing at work.





Team



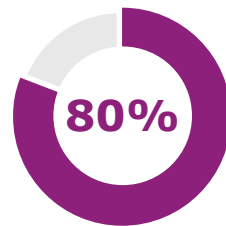
Key Finding 1
87% show care for their fellow team members all or most of the time.

Relationships

A welcome finding was that colleagues are genuinely concerned for and considerate of the wellbeing of their peers.

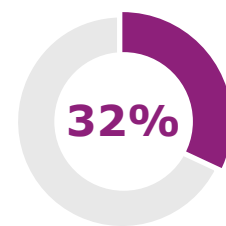
While care is evident, what is less evident from the report findings was whether individuals knew how to assist (even with an intervention such as signposting to resources) a colleague facing any wellbeing challenges.

Trust



Key Finding 2
High levels of trust in teams with 80% citing trust all or most of the time.

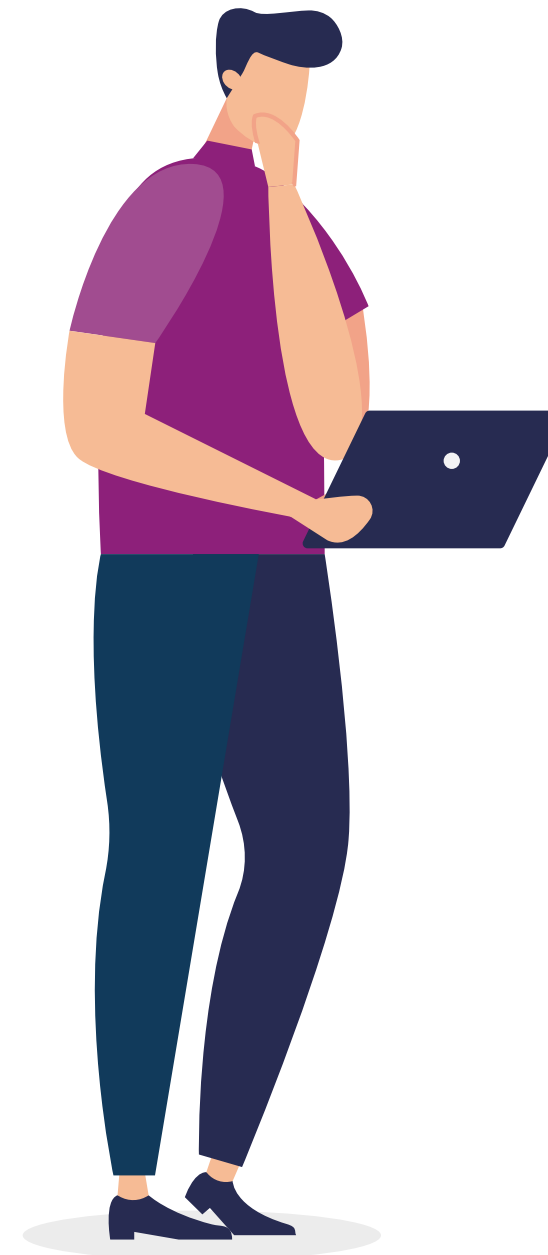
As well as very high levels of care, there are high levels of trust within teams, with colleagues indicating positive responses for the questions raised in this area, including that teams are effective at discussing workloads and in sharing relevant information. Challenges may arise though when such aspects are discussed across teams rather than within teams.



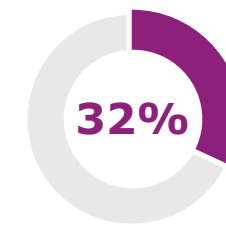
Key Finding 3
32% unsure or disagreed that poor performance was effectively dealt with.

Communication

Effective communication also requires the ability to convey difficult messages, to hold crucial conversations in a considered manner. While such communication is often avoided, such avoidance creates uncertainty and doubt, which in turn can negatively influence wellbeing.

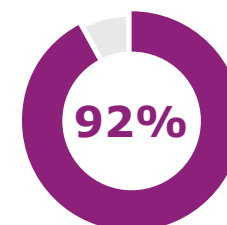


Our methods and means of digital communication are here to stay and more likely to increase than decrease. While it is an accepted means of communication, the organisations that actively consider and review their policies around the boundaries of digital communication (and the adherence to such policies) will benefit from teams and individuals who are able to understand and embody a healthy work life balance.



Key Finding 5
32% unsure or disagreed that their team can overcome obstacles and manage emotions successfully.

The ability to manage emotions is one of three essential domains of resilience and 'overcoming obstacles' is a key feature of being resilient overall. Respondents were not certain about their colleagues' abilities to overcome obstacles and manage their emotions. This finding adds support to the average resilience scores found in the aspects of Self.



Key Finding 4
92% felt comfortable using technology to communicate with their team but 36% were either unsure or disagreed that meetings were efficient.

Overall, the responses for the wellbeing of Teams were positive and encouraging to see. In assessing the strength of interaction between each aspect of team i.e. Trust, Relationships and Communication, we observed correlations in all three. Our findings indicate that our team members do, overall, trust, value and respect one another, with clear and respectful communication closely linked to the quality of professional relationships and workplace collaboration.



Organisation



Key Finding 1
53% said the importance of employee health and wellbeing was consistently reflected in senior leaders' actions.

Leadership

The importance of leadership behaviours in promoting wellbeing should not go unnoticed. Leaders may be talking about wellbeing but not committing to it themselves.

When investigating the impact that Leadership had on some of the other wellbeing domains that we measured, we found that those who reported positive leadership scores also reported higher levels

of Happiness, higher levels of Trust within the team, and higher scores within the Relationships/Communication scale.

One of the strongest correlations we saw across all the wellbeing domains was between Culture and Leadership. This is expected and is well-documented, the reason being that leaders create and reinforce the norms and behaviours that are expected within a culture.

Key Finding 2
17% of those surveyed would not recommend their organisation as a great place to work. Out of these 17%, 87% did not feel valued at work, and 70% felt that employee wellbeing was not part of their organisation's mission, vision and/or business objectives.

Culture

A sense of purpose at work and feeling valued is not only beneficial for individual wellbeing but it also affects the successful growth of the business as it is the people who make the business, and it is also the people and teams in the business which attract talent.

Key Finding 3
68% feel they have the right level of autonomy at work.

As with having a sense of purpose and feeling valued, autonomy at work is known to drive greater levels of creativity.

The traditional working models are being challenged and will continue to be challenged by the next generation.

Environment

Key Finding 4
50% of those surveyed felt that their organisation has a positive influence on their happiness.

As noted above, Happiness is a key indicator of positive individual wellbeing, so it isn't surprising therefore that happy employees support a positive working environment and culture.

Key Finding 5
11% cite that the organisation takes proactive measures to make sure that the employee's workload is realistic 'all of the time', with 30% either citing that it doesn't happen, or they are unsure.

Key Finding 6
56% said that senior leadership reinforced the importance of taking regular breaks and ensuring a healthy work-life balance most or all of the time.

Moreover, the analysis showed that culture overall significantly impacted every other wellbeing domain that we measured with the other strongest relationships being Leadership, Lifestyle, and Relationships/Communication. These findings demonstrate that if successful and positive culture change is achieved, the benefits to overall wellbeing can be monumental.

Given the importance of work-life balance to positive working behaviours and productivity/growth of the business, managing workload to realistic levels is essential and needs to be reinforced by senior leadership.



Key Finding 7
23% of respondents were not sure or did not agree that the organisation takes action to prevent harm to employees from abuse, harassment, discrimination and violence.

Given the detrimental impacts that abuse, harassment, discrimination and violence in the workplace can have on individuals, teams and the organisation as a whole, there is a real need to ensure the policies in these areas are more than words but are displayed through actions and behaviours.

What do these findings mean for employees?

Commitment is Key

The research on the wellbeing of self is clear in that when the employee takes personal responsibility for their own wellbeing and commits to a healthy lifestyle, they are more resilient, suffer from less stress, have greater wellbeing and overall happiness. This is shown in these research findings. However, true wellbeing doesn't start and end with the self, and both team, organisations and society at large also play a fundamental part in fostering one's individual wellbeing.

When individuals are committed to their own wellbeing, the research shows that people can, to a degree, thrive despite their circumstances and/or environment. However, when organisations are successful in supporting a healthy workforce and maintaining a culture which promotes wellbeing, the conditions are more likely to produce happier and healthier individuals, as well as more productive and engaged employees. Likewise, if employees are not ready for change, workplace wellbeing efforts fall on deaf ears, making any wellbeing initiatives prone to being ineffective. A key part of behavioural change is that the receiver is in a state of readiness for the message to be heard.

The Importance of Self Care

Employees must take personal responsibility to look after themselves, to commit to self-care and develop the skills, resources and attitudes to bring the best version of themselves to both work and life. An intrinsic desire to want to be healthy for its own sake is critical - ongoing wellbeing depends on it.

The Holistic Nature of Wellbeing

The foundations of optimal wellbeing as it applies to the self, involves individuals going on a path of continuous self-improvement in the areas of physical, mental, social and spiritual health. Everyone has a personal responsibility to look after their own wellbeing, spot the signs of poor wellbeing and avoid burn-out. Employees also need to feel safe in voicing their needs and concerns and be enabled to speak up to employers if tasks, autonomy, or sense of purpose are not conducive to healthy workplace behaviours. It makes all the difference to personal wellbeing when work activities are balanced and purposeful.

Findings of this research show that the current status of wellbeing in the Professional Services sector in the CI is not ideal. Employees within the sample are moderately stressed, their resilience is average at best and overall, they are not as happy as their peers in comparison to research populations around the world (Subjective Happiness Scale general population data). This is in many ways not surprising when correlated with low lifestyle and lack of work-life balance scores. Left unchanged, this scenario potentially poses an increased risk to overall personal wellbeing.

Key Considerations for Employees

For everyone to be resilient, manage stress and be happy and thrive, the wellbeing of self needs to be prioritised by embracing healthy habits and practising self-care. Now is the time to **catch it, challenge it, change it and be it!**



What Do These Findings Mean For Employers?

The need to prioritise workplace wellbeing now

The global research on organisational wellbeing is clear. To have a productive and thriving workforce and to continue to develop impactful organisations, people need to be well. The long-term effects of poor wellbeing results in people, teams and organisations who are sick and who risk burn-out. The road back from burn-out is long, arduous and extremely costly to the organisation's bottom line.

Whilst this research report highlights areas of good practice, organisations within the CI Professional Services sector have improvements to make in fully developing inclusive wellbeing strategies, which not only lead to better engagement but promote development of the entire self. The sample ranked their wellbeing with 'Team' performing best, then 'Self', with 'Organisational wellbeing' scoring the least.

Our findings suggest a substantial percentage of the workforce overall perceiving their wellbeing to be within a healthy range, but... a similar percentage do not.

Finding the root causes of poor wellbeing

Further exploration into the underlying causes for current stress levels, lower than average resilience levels and happiness scores is needed. Organisations will have to consider their role modelling of wellbeing behaviours, their cultural practices, and the promotion of work-life balance, to name a few.

The value of evidence based approaches

It is important that CI organisations increase their existing evidence base surrounding the effects of workplace health and wellbeing programmes on employees. The research demonstrates that health in the workplace and indirectly productivity is affected by: (i) things that employees bring with them to the workplace: personal resources, health practices, beliefs, attitudes, values and hereditary endowments (ii) what the workplace does for employees once they are there: the organisation of work in both the physical and psychosocial sense and how this impacts on the interaction between the physical environment and the psychosocial environment (e.g. work culture and climate).

The findings of this report also indicate the following:

- 1 Identifying high-risk individuals and developing tailored interventions will increase success rates;
- 2 A participative approach to intervention development is beneficial and;
- 3 Interventions that target organisational cultures and practices, the work environment, as well as the individual's behaviour, will produce more effective interventions.

One of the most significant conclusions that can be drawn from this research is that it is important to conceptualise the wellbeing of workers holistically in order to allow for the interconnections between work-related and non-work-related influences and impacts. Links between mental health illness and dietary and physical activity behaviours are well-known, and recent studies have indicated there might also be a link between depression and musculoskeletal disorders⁷⁰. This suggests that interventions should build in multidimensional outcomes (physical and mental) as well as incorporate multiple levels and components. However, more research is needed to ascertain optimal ways of combining and operationalising components when developing multi-component interventions. Future research should also focus on determining appropriate multi-component interventions that have a long-term impact.

Targeting individual behaviour may also require interventions to expand their remit beyond the workplace to include commuting and lifestyles more generally.

"The three biggest wellbeing challenges organisations will face in the next 12 months are (i) the balancing of returning to the office and working from home, (ii) that people now feel empowered to talk about their mental health and businesses who have not invested in wellbeing will be on the back foot, and (iii) organisations need to actively consider and budget appropriate finances to meet the wellbeing needs and expectations of their people."

Hugo Forrester
Mind Jersey



Key Considerations for Employers



- 1 Aspects of Self (lifestyle, stress, resilience and happiness) should be measured as part of ongoing staff development and as a regular wellbeing check.
- 2 Regular and consistent provision for stress management and the maintenance of resilience by way of coaching, therapy and 1/1 mentoring needs to be offered with the understanding that this should not be implemented in isolation. This is not dealing with the root causes of stress and or drains in resilience and this must be investigated for wellbeing interventions to be of maximum value.
- 3 Acknowledge the role lifestyle, work role and work-life balance, play on happiness and overall engagement and assess on a regular basis via line management and team purpose for all employees of the organisation.



Team

- 1 Strong professional relationships could potentially be enhanced by the development of inter-personal skills, so that team members can effectively assist one another.
- 2 The management of poor performance within teams needs to be handled in a quick and professional manner, to enhance levels of trust.
- 3 Linked to one of the 'Self' considerations, appropriate coaching should be provided to all teams to help them be best placed to cope with managing difficult emotions and overcoming obstacles.

- 1 Regularly assess wellbeing across the organisation to identify areas for improvement, looking at the correlations between Self, Team and Organisational wellbeing.
- 2 Lead by example and ensure Managers are appropriately trained to demonstrate positive wellbeing behaviours.
- 3 Regularly review and challenge cultural norms and behaviours and aim for clarity of purpose for all employees of the organisation.



Organisation



Section 1 Wellbeing Preface and context

The Changing Landscape Of Wellbeing At Work

It is critical for the health of our organisations and the future success of our economy that we understand the current state of play of wellbeing in our islands.

Workplaces are about to make (if not already) some of the biggest cultural decisions they may ever make; decisions that could fundamentally change our workplaces and the ways in which we engage and value our working lives. It is therefore critical for the health of our organisations and the future success of our economy that we understand the current state of play of wellbeing in our islands.

Where Are We Now?

Workplaces and individuals alike have, over the last year, engaged in a deeply significant period of reflection and re-evaluation. The pandemic has challenged pre-held assumptions in terms of how our values and belief systems align to the people and organisations we work with, and raised much-needed debate on the culture of the workplace we wish to belong to⁴. These circumstances have provided a chance to slow down, pause, and consider what the world of work means to us.

The immediate and physical change to our working environment that we experienced when the world entered lockdown was so profound that it is no surprise that 'working from home' became one of the most talked about content pieces of 2020. One of the benefits to this change however, was that it moved the discussion about wellbeing to the forefront and accelerated the realisation of its importance.

While there is unequivocal evidence of the power of workplace wellbeing initiatives, the unfortunate reality is that too many individuals, teams and organisations continue to ignore the importance and profound impact of wellbeing. There is often an awareness that something is wrong, or that the culture 'could be better', but many, often through the volume of demands on their time, are either ignoring the problem or making best intended corporate wellness changes but without the evidence base behind the decisions.

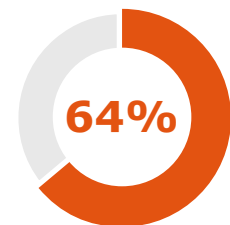
What Does The UK Research Say?

Evidence based research highlighting the case for investment in wellbeing at work is mounting. There is a significant amount of research now available on UK workers for all key wellbeing measures. This offers a baseline for comparison to the status of wellbeing in the CI.



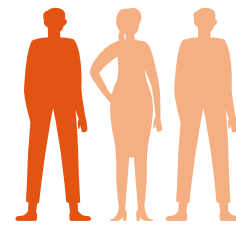
2 out of 5 UK companies

currently have a stand-alone wellbeing strategy / formal wellbeing programme ⁵



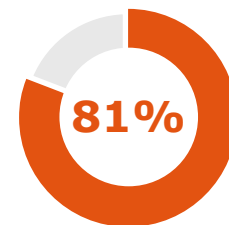
of UK employees

reported that their stress levels had increased since before the pandemic ⁷



1 out of 3 UK employees

reported feeling resilient at the start of the pandemic ⁶



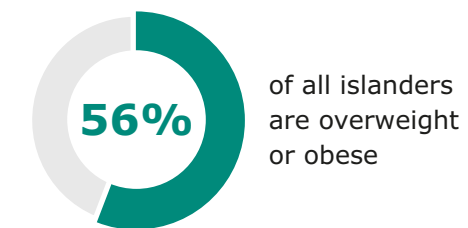
of UK employees

said that they had a 'poor' or 'low' state of mind ⁸

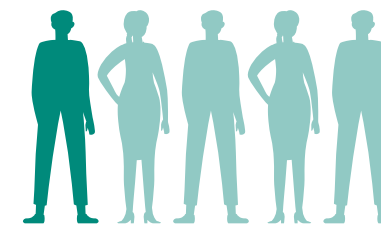
What Does The Channel Islands Research Say?

Prior to this report, wellbeing research on companies and employees in the Channel Islands was scarce. The common perception is that Guernsey and Jersey workers and residents enjoy a quality of life that is of a higher standard than their UK counterparts. However, recent local research indicates that the general populations of each Bailiwick are also facing considerable health and wellbeing challenges.

Guernsey According to the Guernsey and Alderney Wellbeing Survey



Women reported less activity than men. This is more pronounced in the under 35s



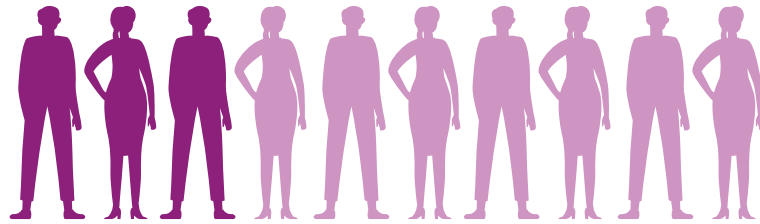
1 out of 5 Islanders

rate their sleep quality as poor



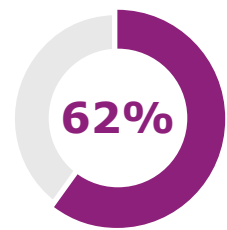
Levels of low mental wellbeing have doubled since the 2013 survey

Jersey The 2020 Jersey Opinions & Lifestyle Survey Report found that:



3 out of 10 people

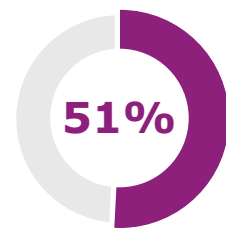
reported having a long-term physical or mental health condition



of those said that it affected their day-to-day activities



of respondents indicated that they were anxious, with a 'low' or 'very low' rating



of adults said that their life had got worse since the COVID-19 outbreak

Despite huge advancements in new technology, automation tools and resources intended to make our working lives easier, we still often find workplaces that are stressed⁹ and have overwhelmed employees¹⁰. People are working more hours, with employees in the UK working some of the longest hours per week in Europe¹¹ and putting in more than £32 billion worth of unpaid overtime¹². This demonstrates that the pressure on employees is mounting.

The COVID-19 crisis has heightened these problems, with employees not only citing

that they are working considerably more hours but that they are sleeping less too¹³. It is therefore no surprise that as the pandemic has continued, we have seen increasing effects on emotional wellbeing in the workforce.

Employee surveys are demonstrating that the biggest concerns to employees as we move onwards are maintaining positive mental health and a healthy work-life balance, both of which, when not managed, lead to employee disengagement and ultimately employee burn-out.

Q Where Does Mental Health Fit When We Talk About 'Wellbeing'?

According to the recent trends reported by the Josh Bersin HR Academy¹⁴, the topic of mental wellbeing ranks highest in importance for both HR professionals and their employees, yet a third of HR professionals still feel uncomfortable talking about mental health challenges at work. Many HR professionals also say their companies are ready for mental health initiatives but have not started to implement one. When asked why, senior HR figures cited:

- 1 a lack of HR infrastructure to implement such initiatives;
- 2 a lack of leadership support;
- 3 stigma (or seeming disinterest) around mental wellbeing; and
- 4 too many other programs to accommodate.

Moreover, the costs associated with not addressing employees' mental health issues - from lower motivation and work productivity, to increased referrals to mental health services - has a considerable global impact with a prediction to exceed £6 trillion by 2030¹⁵. Mental health occurs along a continuum, with thriving and positive mental health on one end and serious mental illnesses at the other. In between, there are a range of conditions that vary in intensity and impact that employers need to understand and support.

Q What About Working From Home?

Despite many of the benefits cited around working from home¹⁶, the negative impact on employees as a result of organisations having to adopt radical work from home models has been well documented¹⁷. The potential blurring of boundaries between work and life in those working from home is a key concern for employees and this concern appears to be growing the longer COVID-19 restrictions exist. The longer-term impact of this on physical, mental and social wellbeing cannot be overlooked. A 2021 working from home study¹⁸ has cited that employees' work/life balance has become progressively worse as a consequence of working from home. As a result, employees are looking to their employers to help 'clear the clutter' out of work and give them time to focus on their jobs and their personal day to day wellbeing.

Q Where does this leave us?

Wellbeing services encompass everything from diet, exercise, sleep, mental focus, stress management, psychological support, family coaching, leadership development, financial literacy, and much more. It is imperative for the future that wellbeing programme decisions are based on fact rather than opinion. Although the do's and don'ts associated with the design and implementation of a coherent wellbeing strategy could be debated, what is widely accepted is that wellbeing is critical for productivity.

What is Wellbeing?

We appreciate that the term 'Wellbeing' means different things to different people. Therefore, it's imperative that we clearly outline our philosophy on what it means to us to be well, how we defined wellbeing in the study, and how our definition of wellbeing is linked to increased productivity. The following pages provide a summary of the background as to why we have chosen to focus on nine aspects of wellbeing.

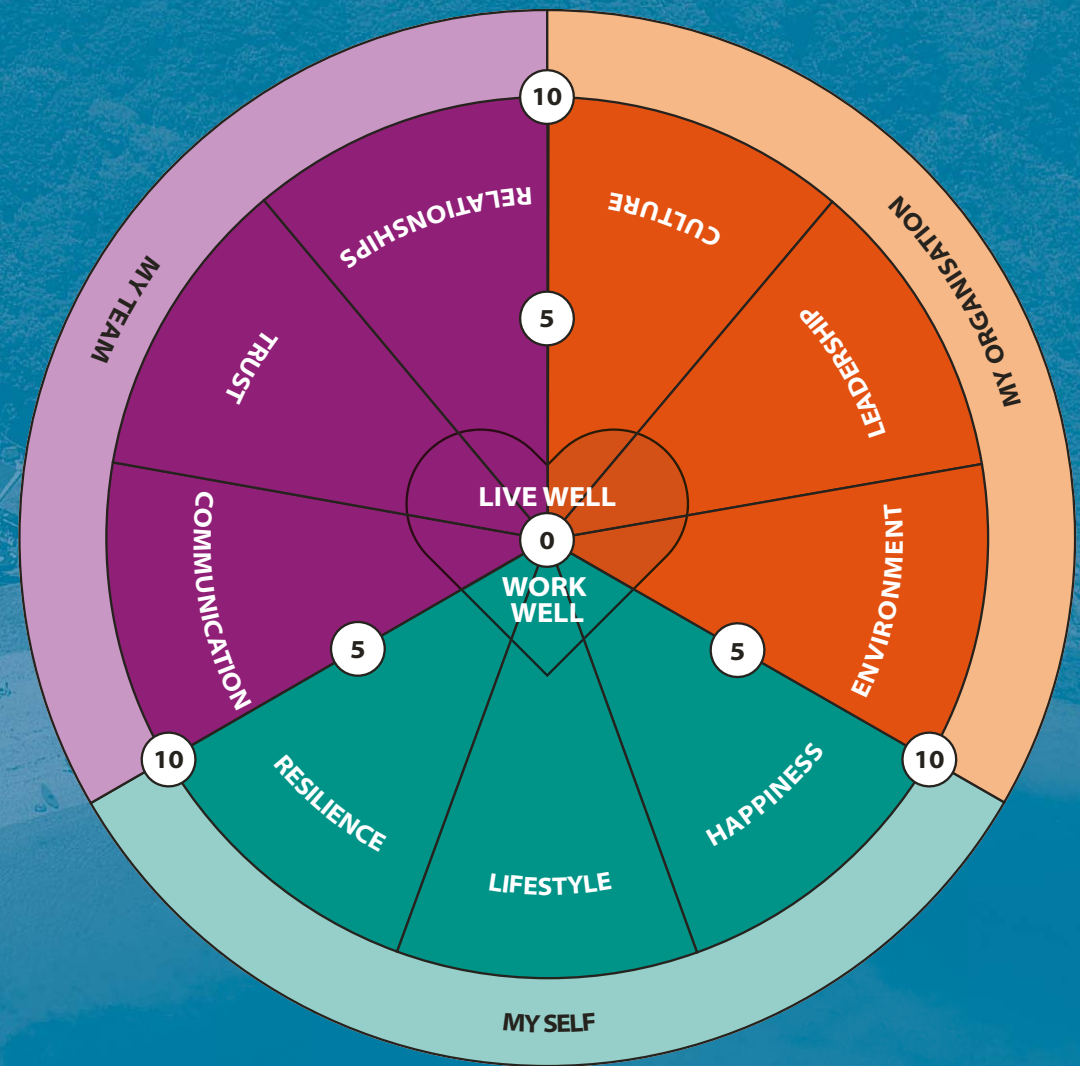
What Does 'Self', 'Team' And 'Organisation' Mean In This Context?

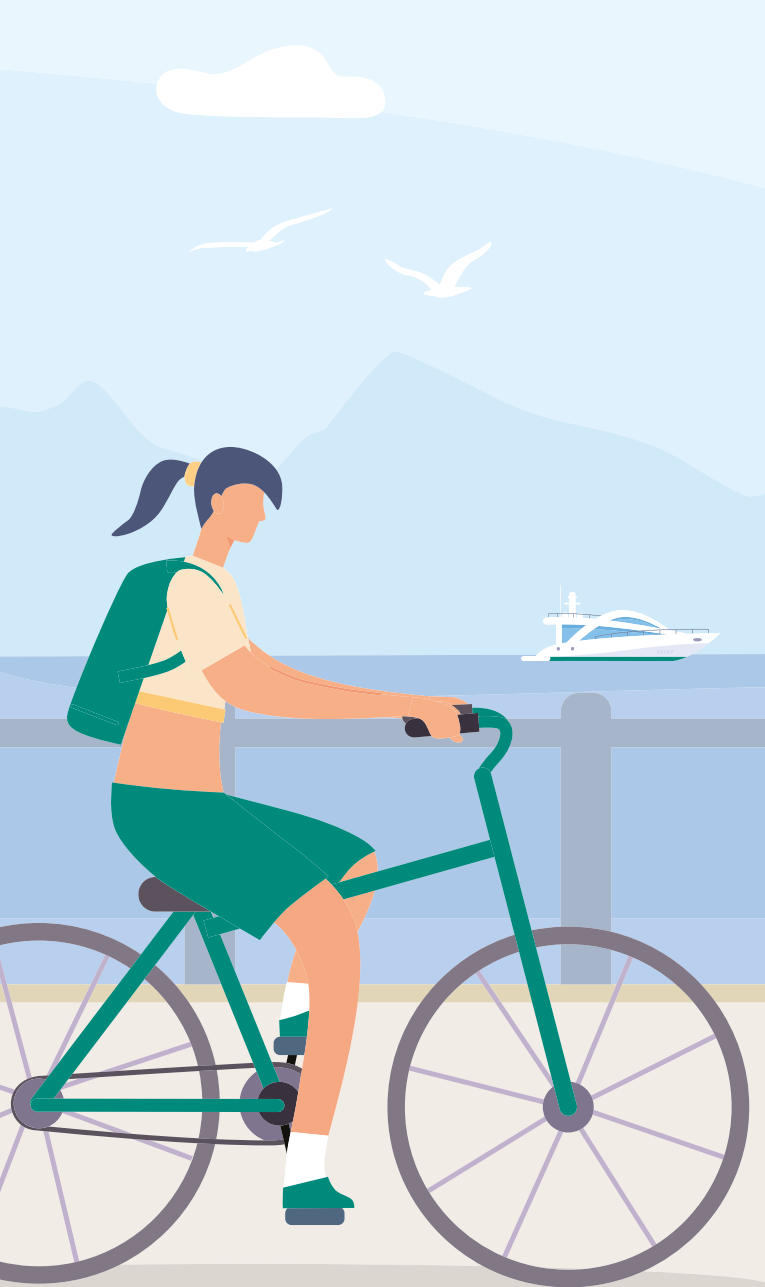
In reviewing the global literature on corporate wellbeing, it became apparent that future analysis should encompass not just the organisation as a whole but also the wellbeing of teams and individuals. In order for an organisation to be healthy, then its teams need to be healthy. For teams to be healthy, the employees need to be healthy. We also see this holistically in that all levels have to function to enable us to work and live well. Using the metaphor of cogs in a wheel, if one cog breaks then the machine grinds to a halt. For example, if an organisation has a poor culture, then its teams and people will suffer. If communication within a team consists of making demands and punishing mistakes, the individual employee will suffer. If people in the organisation do not also take responsibility for their own wellbeing practice, then we cannot expect to develop teams and organisations. The global literature on wellbeing supports the notion of the holistic essence of workplace wellbeing¹⁹.

Accepting that wellbeing is a broad definition to assess happiness, health, stability, purpose and meaning in one's life, we depict its broad nature in our wellbeing wheel with each part of the wheel representing one aspect of wellbeing. We believe that for people to live and work well, that the health of each aspect of the wheel has importance, as each part influences and impacts wellbeing both at home and at work, and overall productivity, innovation and contribution. We do however acknowledge that wellbeing is highly personal and individualistic, thus the contribution of each part of the wheel in helping someone to thrive may differ from person to person, team to team and organisation to organisation.

"It's absolutely imperative that we consider what wellbeing sounds and looks like for businesses and organisations, so it's not seen as a throw away word... If we don't do something, we will have real issues with presenteeism and the cost to businesses and humankind will be vast."

Lee Bennett
Mental Health Professional





Self

In reviewing the available literature on Self, three individual aspects of wellbeing pertaining to the individual were chosen based on their strength of association in predicting optimal wellbeing: Lifestyle, Resilience and Stress, and Happiness.

"A lot of people have forgotten about self-compassion – how to be good to themselves and finding a space to do so. Wellbeing is about affording yourself that space and not feeling guilty about it."

Dr Philippa Venn
Cleveland Clinic

1 Lifestyle

The foundation of wellbeing starts with personal self-care. Our individual health is the bedrock from which everything else in life is built upon. How we treat and care for ourselves directly correlates to our ability to cope with the stress and demands of everyday work and life. That may seem simple, but for many people, a commitment to self-care (actions/behaviours which improve wellbeing) is often overlooked or neglected. We all have a responsibility and duty of care to ourselves; we cannot look after others if we do not look after ourselves. Against the backdrop of increasingly blurred boundaries between work and non-work, a recent study showed that employees who scored high on Work-To-Life Integration Enactment reported less recovery activities and, in turn, were more exhausted and experienced less work-life balance²⁰. Self-care and boundary management are essential aspects of an effective daily wellbeing practice.

Self-care at its most simplistic definition includes behaviours, activities and skills used to take care of oneself. Within every individual, there are many different dimensions. Our lifestyle measure in our survey represents these dimensions in considering social, inner/spiritual, physical and mental health.

"It's about being aware of the different factors that keep me well and also about how I keep these factors topped up. Personal insight, values and awareness are key aspects too. It's not one single thing - essentially for me wellbeing is ensuring that I feel authentic and true to my values."

Hugo Forrester
Mind Jersey

2 Resilience and Stress

Good health is more than the absence of sickness. In the spirit of our holistic view of wellbeing, we believe that a focus on building resilience which addresses how one thinks (cognitive), how one feels (affective) and how one behaves (self-regulatory) is critically important to enable us to assess our capacity for flourishing when faced with uncertainty and change. The research is clear in that resilience is one of the core constructs of positive organisational behaviour²¹.

Resilience and stress are extrinsically linked, with increased resilience correlating with lower stress levels²². When one does not have a sense of resilience this in turn makes one susceptible to stress, and long-term stress can lead to unhealthy behaviours. As research is demonstrating that people are suffering from greater stress since COVID-19, it was an important construct to measure. While stress is not a dimension of optimal wellbeing, it is included as it is one of the key symptoms of poor physical and mental wellbeing.

3 Happiness

Happiness is critical to wellbeing and often under-represented in both workplace wellbeing measures and strategies. Happiness helps to create balance in terms of the dimensions of wellbeing. People who are happier are more able to work and live well with greater outcomes in terms of satisfaction with life²³. It is for this reason that happiness features in our wellbeing model and satisfaction with life measured as an outcome. The global literature also points to the environment and lifestyle being crucial factors in promoting happiness. In terms of happiness at work, there is a large body of literature, which points to task autonomy²⁴, variety and significance²⁵ and feeling valued²⁶ as major contributors of overall happiness. It was therefore critical that we measured happiness as a part of overall wellbeing.



"Collaboration has become more complex, with many office workers feeling less connected through working from home²⁹."

We can grasp the concept of wellbeing for the organisation (the corporate body) and for ourselves (our personal body) though for teams, it is not so clear. It is important to consider the health of our teams, they are the beating heart of our organisations, and each beat of that heart needs to be strong, coherent and healthy to sustain the life of each business.

As part of our survey, we chose three aspects of the dynamics of teams in evaluating wellbeing and, while this rationale is backed with research, it may help to also consider the connection of these factors and how they link to the heart of our organisations - our teams.

1 Trust

If the team is the heart of the company, then trust is the nervous system of the body corporate, feeling, sensing and responding to every subtle aspect of our environment countless times each day and often without our conscious control.

Trust engenders collaboration - from problem solving to innovation - through permitting the expression of differing thoughts, ideas and perspectives from all team members²⁷. Research has shown that levels of trust between team members is associated with 'attitudinal commitment'; a sense of identity, involvement and belonging. Trust is also positively related with perceived task performance and with team satisfaction²⁸.

Team

The importance of the wellbeing of teams cannot be underestimated but is often overlooked. The three most important aspects for review are: Trust, Relationships and Communication.

2 Relationships

Professional relationships within our organisation are like our lungs; they breathe life into all our actions, providing the means by which connections and networks are created and fostered.

Collaboration has become more complex, with many office workers feeling less connected through working from home²⁹. Has the changing pattern of work led to increasing numbers of people feeling that they are 'on-demand' rather than fostering positive professional relationships? Benefits in improving the performance of teams can be gained through close consideration of the strength of professional relationships, founded on trust, and the flow of information facilitated by communication.

3 Communication

Clear communication is pivotal for the wellbeing of teams and in that sense is so closely linked to the heart that we can see communication as being the circulation of the organisation. In individuals, poor circulation correlates with many lifestyle-related illnesses and the comparison holds true when considering organisations. Poor communication is a symptom of a potential host of problems for companies to address.

The increasing global shift towards digital as the means of communication does influence and affect wellbeing. In a recent study on the implications for wellbeing at work, only one of six characteristics of digital communication studied, 'Flexibility In Communication', was felt to support wellbeing. All the others, (i)

Volume Of Communication, (ii) Expectations Of Constant Connectivity, (iii) Quality Of Communication, (iv) Adaptation To New Communication Tools, and (v) Technical Problems were considered detrimental to wellbeing³⁰.

These three aspects therefore play a crucial and ubiquitous role in the wellbeing of our teams and departments, and greatly influence our personal and organisational wellbeing too. Gaining insights into the health of Trust, Relationships and Communication is a win-win.

Such insights can...

- help businesses determine where they have a duty and responsibility to assist in wellbeing policies and initiatives and;
- potentially provide each of us with a greater sense of how our personal actions can inform and improve the wellbeing of our colleagues.



Organisation

As the study into individual wellbeing broadens, the link with organisational wellbeing and productivity is becoming more apparent. When studying organisational wellbeing, we need to look at Leadership, Culture and Environment.

It is perhaps not surprising that the organisation has such an impact on individual wellbeing given that we roughly spend one third of our lives at work³¹. Making changes to the organisation, however, is not always the first thing people think about when looking to improve wellbeing. This can be due to cost implications, difficulty, or because effectiveness can be hard to measure.

Despite these challenges, the investment is worth the return. The Mental Health Foundation of New Zealand found that organisations that prioritise wellbeing and engagement outperform the industry average by approximately 10 percent on the Financial Times Stock Exchange³². Harvard researchers report that for every dollar spent on employee wellness, medical costs fall \$3.27 and absenteeism drops \$2.73³³. Organisations that prioritise wellbeing also see increased employee commitment and motivation, brand reputation, retention, and decreased absenteeism³⁴. This is before even thinking about the ethical responsibility that organisations have to ensure greater wellbeing of their employees.

We examined a wide range of existing literature into factors that influence wellbeing at an organisational level and identified three dominant focus areas.

1 Leadership

Leaders and managers have much more of a role than just 'driving results' - they have a responsibility to take care of people, monitor their own behaviour, and make sure they are having a positive impact on the entire organisation. The number one reason people will leave a job is because of a bad boss or supervisor³⁵, and there is growing evidence to show that sustaining and promoting employee wellbeing will help gain and maintain competitive advantage³⁶.

In the same way that a bad leader can cause people to leave their job, a good leader can drive higher productivity and motivation and ensure greater levels of happiness and engagement with the job³⁷.

In this report, questions in the leadership segment focus on whether leaders communicate, demonstrate and behave in a way that shows commitment to positive health and wellbeing behaviours.

2 Culture

The impact that culture has on human behaviour and emotion is significant. It plays a role in decision making, in punctuality and tone, in crisis management, in retention, recruitment, communication, work practices, job satisfaction and engagement³⁸.

Culture can also have a significant impact on wellbeing within changing work environments³⁹, and given change is a constant, it is something that is of particular importance. Because organisational culture sets the tone for the behaviour that the organisation accepts and rewards, it is essential to get a better understanding of whether the culture is conducive to behaviours that promote wellbeing.

The culture segment focuses on whether employee wellbeing is part of the mission, vision and/or business objectives of the organisation that the individual works for.

This includes items such as being able to speak openly about health and wellbeing, whether diversity and inclusion is promoted, and whether the individual would recommend the organisation as a great place to work.

3 Environment

The final segment that we focused on within the organisation section is Environment. Assessing the organisational environment is important because it investigates whether the organisation has the resources in place to support a healthy workplace and promote positive wellbeing behaviours. It is important to try and understand whether there is a positive working environment where employees have the means in which to look after their own wellbeing, or in which the organisation is actively promoting wellbeing behaviours⁴⁰.

Questions in this domain investigate what policies exist, what support functions are available, and whether certain behaviours are present that can prevent harm and promote wellbeing.

4 Summary

Measuring and understanding these organisational variables can give some indication into what wellbeing initiatives might be beneficial to the Channel Islands, what the organisational landscape looks like in respect of wellbeing, and can hopefully ensure that we can use data to demonstrate to organisations how much the workplace can influence wellbeing and productivity.

Section 2
Wellbeing
report results

Demographics

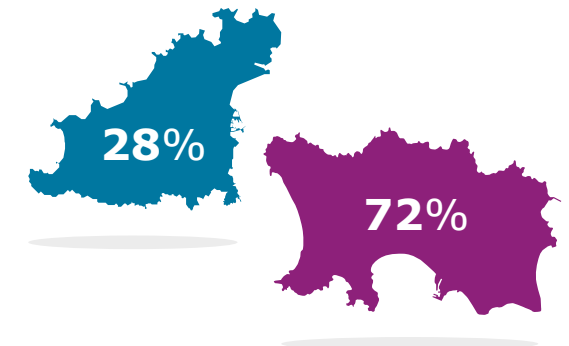
Responses were received from 691 individuals within Jersey and Guernsey.

Male: 265	38%
Female: 414	60%
Other (prefer not to say): 12	2%

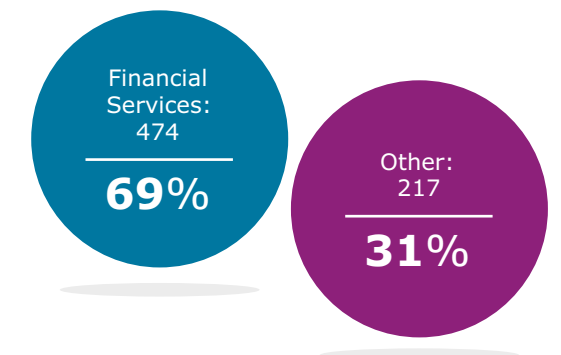


While the survey was promoted in both Guernsey and Jersey, the larger majority of respondents were located in Jersey. This should be noted when thinking about the results.

Guernsey: 192	28%
Jersey: 499	72%

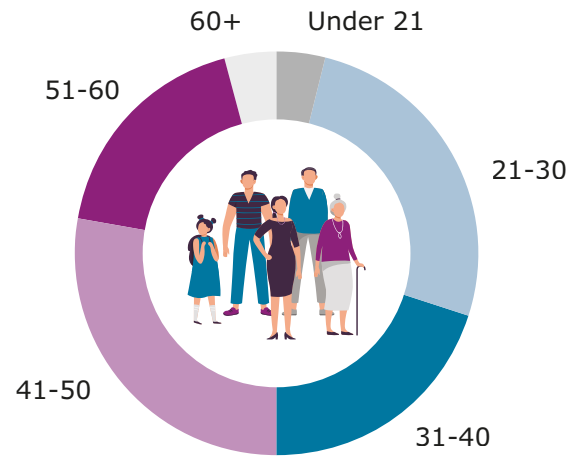


Given that the biggest industry in Jersey and Guernsey is Financial Services, it is not surprising to see that nearly 70% of participants worked in that sector. Although it would have been advantageous to compare the differences between financial services and other industries, there were not enough responses from other industries to provide a representative sample for comparison.



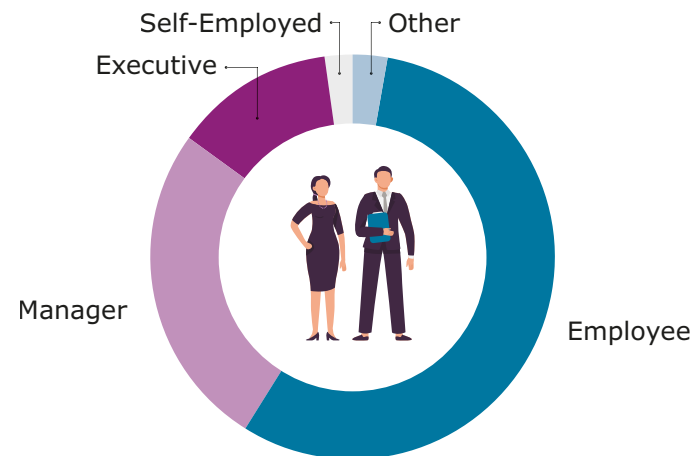
The final sample showed a well-balanced representation amongst the age brackets with 50% of participants being 40 or below, and 50% being above 40 years of age.

Levels	Counts	% of Total
Under 21	30	4%
21-30	179	26%
31-40	136	20%
41-50	194	28%
51-60	126	18%
60+	26	4%



In terms of job roles within the organisation, the spread was quite consistent with a hierarchy i.e. there are usually more at the employee level, less managers, and even less executives. When asked about employment status, 86% of respondents reported to be in full-time, permanent roles, with a further 10% being part-time and 4% answering with 'other' or 'casual/zero-hours'.

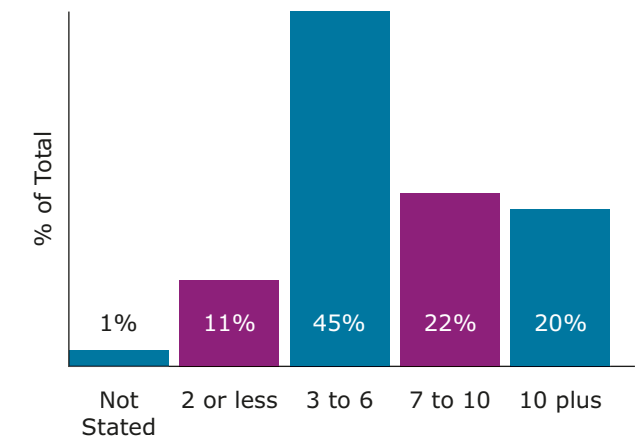
Levels	Counts	% of Total
Other / Not Stated	21	3%
Employee	391	56%
Manager / Team Lead	178	26%
Executive / Director	90	13%
Self-Employed	11	2%



With 67% of the sample reporting to be White / British and 29% not stated, it must be noted that this sample is not typically 'diverse' in terms of ethnic background. Statistical analysis was therefore not performed to understand the impact of diversity on wellbeing due to not having a representative sample to be able to draw reliable conclusions.

Along with the above demographic questions, the survey asked about 'the number of people within your team' and 'living situation'. The objective was to analyse whether team size and living situation had any impact on wellbeing, especially considering the virtual working practices brought on by COVID-19 (putting pressure on managers) and the huge increase in people working from home (where living situation is likely to have an impact).

Number of people within team



Living situation

Levels	Counts	% of Total
Other / Not Stated	45	6%
Live on my own	87	13%
Live with parents	80	11%
Live with partner	205	30%
Live with a partner and child	249	36%
Live in a shared house / with a friend	25	4%



Self

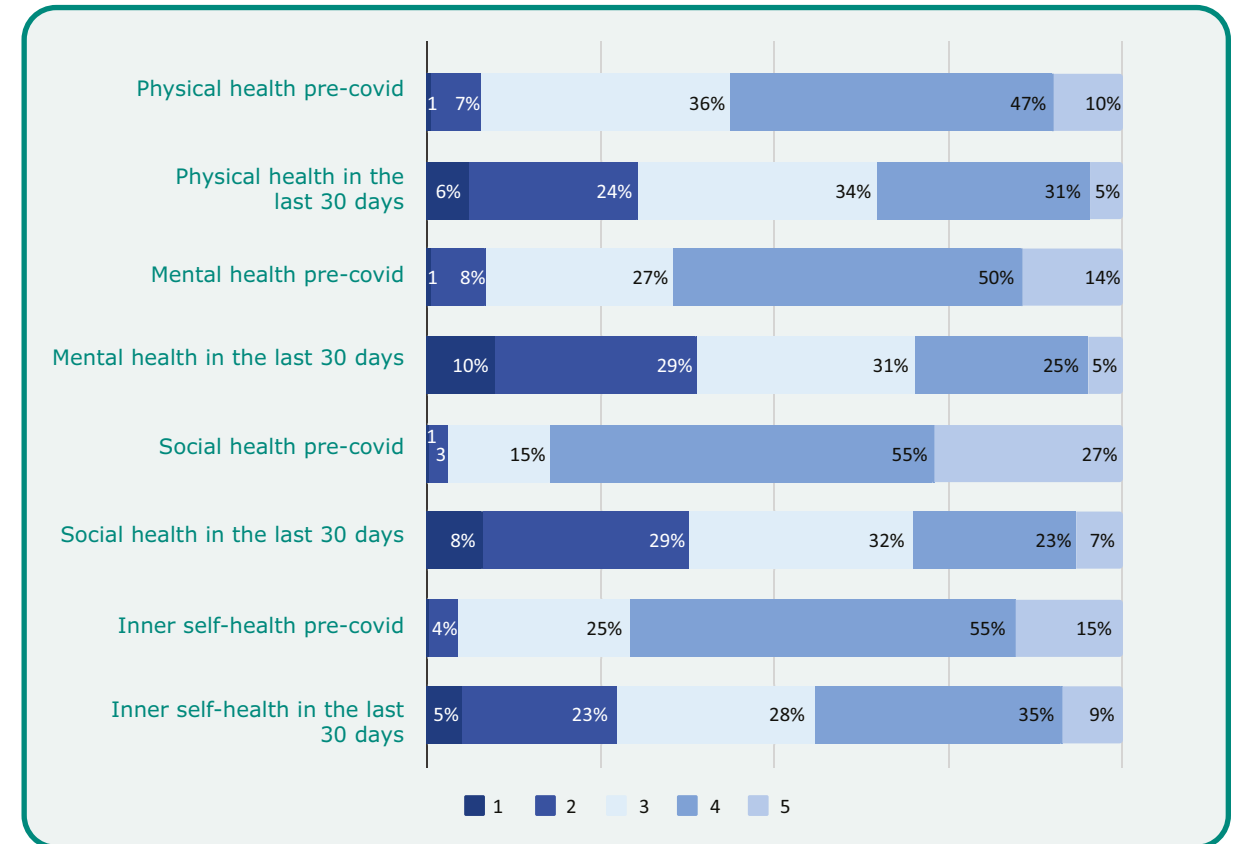
The aspects considered in measuring wellbeing for 'Self' were Lifestyle, Stress, Resilience and Happiness. We took both pre and post COVID-19 measurements on a number of questions and looked at all aspects of personal wellbeing.

Participants were asked to rate their health on a scale of 1-5, (1 being worst, 5 being best) in the following areas:



When comparing the scores for these four areas of health, the sample rated their mental health as being lowest, followed closely by social health, then physical health and inner self health being ranked the highest.

Health pre/post covid



Lifestyle

Physical Health

64% cited their physical health between 1 and a 3 in the last 30 days, whilst 36% rated themselves at a 4 or 5. With physical fitness being a predictor of good outcomes in someone who contracts COVID-19⁴¹, this makes a stronger case for the promotion of exercise. Current research is also demonstrating that people who exercise have stronger immunity against COVID-19⁴². There has never been a more crucial time for people to be concerned with their physical fitness.



"Poor mental health is non-discriminatory. The workplace needs to be a supportive environment with people being able to safely express themselves. Mental health first-aiders, counselling and signposting are all examples of raising awareness in a positive manner. Businesses will need suitably qualified professionals on hand who can match appropriate mental health solutions to the needs of the person"

Hugo Forrester
Mind Jersey

Mental Health

A November 2020 report from McKinsey & Company⁴³ showed that employees globally consider mental health issues to be a top challenge in the COVID-19 crisis. The same report paints a picture of employers that are struggling to meet their peoples' needs: 96% of companies globally provided additional mental health resources to employees, but only one in six employees reported feeling supported.

People who are mentally fit are more predisposed to being physically fit and more able to perform i.e. be productive. When asked to rate their mental health in the last

30 days on a scale of 1-5, 1 being 'worst', 5 being 'best', 5% of those surveyed have rated their mental health at its best in the last 30 days, with 70% citing their mental health to be between a 1 and a 3. While 25% rated themselves at a 4, findings suggest that people feel their mental health has been better and could be better.

Comparatively, pre-COVID-19, 64% rated their mental health as 4 or 5, whereas this has dropped to 30% in the last 30 days. Also, of those who rated their mental health as 4 or 5 pre-COVID-19, 60% rated their mental health as 1 or 2 in the last 30 days. This is in line with current trends showing that poor mental health has taken a huge rise since COVID-19⁴⁴ and this is an area that organisations will need to prioritise in the coming months.



Social Health

The quality and quantity of our relationships affect our mental and physical wellbeing. When asked to rate their social health in the last 30 days on a scale of 1-5, 7% of those surveyed have rated their social health at its best in the last 30 days, with 69% citing their social health to be between a 1 and a 3.

While 23% rated themselves at a 4, this demonstrates that social health has been impacted significantly and we can assume that this in part will be due to restrictions associated with COVID-19. While physical distancing and working from home remains in place, organisations will need to consider how we can promote social wellness despite the challenges.

Inner Self Health

When asked to rate their inner self health in the last 30 days on a scale of 1-5, 9% of those surveyed have rated their inner self health at its best (5) in the last 30 days, with 56% citing their inner self health to be between a 1 and a 3.

"Social wellness is the foundation on which all other pillars of wellness sit. From a business perspective, we need to understand and appreciate that people do not leave their social/societal wellness behind at the door when they arrive for work."

Jade Ecobichon-Gray
Mindset Matters



Investigating Poor Wellbeing

COVID-19 and enforced working from home have been particularly challenging for mental health. What the findings suggest is that wellbeing initiatives that focus on improving mental and social health first and foremost would help to improve the overall lifestyle and wellbeing of the average employee. Promoting mental health and wellbeing in the workplace is critically important for employers, their employees, society and the economy. This is because poor mental health impacts individuals' overall health, their ability to work productively (if at all), their relationships with others, and societal costs related to unemployment, poor workplace productivity and health and social care.

The events of the last year have seen a seismic shift in the way we work, and many people have had to adjust not only to the pandemic but to home working. Anecdotal reports of the challenges associated with the blurring of work-life boundaries has been a major talking point and dominated the wellbeing landscape for most of the last 18 months. While the impact of the pandemic was not the main thrust of this research, with the focus on workplace wellbeing more generally, it was imperative to gain some sense of understanding on how the events of the last year have affected respondents.

For this reason, the survey included a section on the main causes of poor wellbeing, work-life balance, working from home and the COVID-19 pandemic.

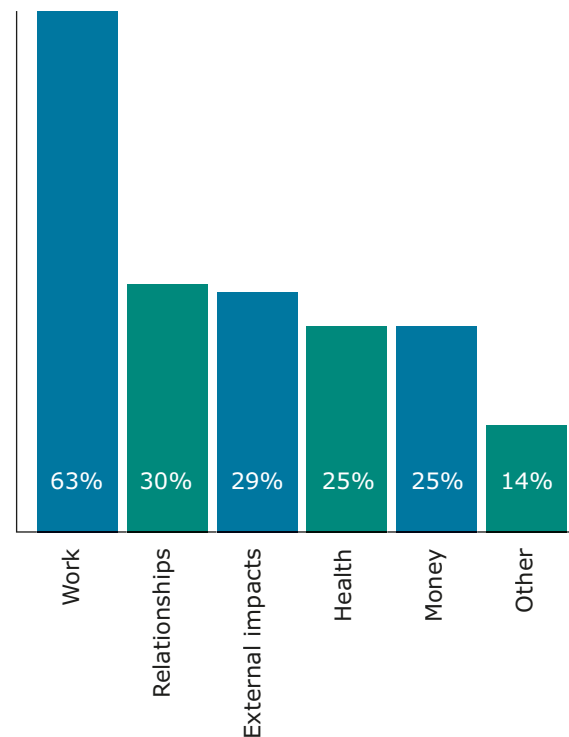
Causes of Poor Wellbeing

When asked what the primary cause of stress, anxiety or general poor wellbeing has been in the last year, 63% cited work. Put it another way, out of the 691 people surveyed, 437 selected 'work' as one of the primary

causes of stress, anxiety, or poor wellbeing. If there was ever any doubt about the effect that work has on wellbeing, this statistic demonstrates the real impact, and highlights the opportunity to improve wellbeing by focusing on the workplace.

The other top stress factors that people selected were relationships (30%) and external impacts (29%). When looking through the free text responses that were submitted, people have cited other causes (e.g. not being able to visit family). Again, whilst not directly work related, they can add to levels of stress or poor wellbeing.

Q Over the last year, what have been the primary causes of any stress, anxiety, or general poor wellbeing?



Significant themes for those who selected 'other' included:

- 1 Parenting/looking after children at home;
- 2 Not being able to travel to visit family;
- 3 Worrying about family health and not being able to see them;
- 4 Bereavement; and,
- 5 Unemployment/redundancy.

Work-Life Balance

When asked whether people have a 'healthy' work-life balance, half of respondents (51%) 'agreed' or 'strongly agreed'. With unhealthy work-life balance being the number one cause of burn-out in all workplaces, and with almost half of respondents citing an unhealthy work-life balance, this is an area that needs immediate attention. With 49% of this sector at risk of burn-out, if not tackled, the likely result will be people exhibiting absenteeism or high stress.

When considering roles within the organisation, 25% of employees (not director/executive/self-employed) disagree that they have a healthy work-life balance.

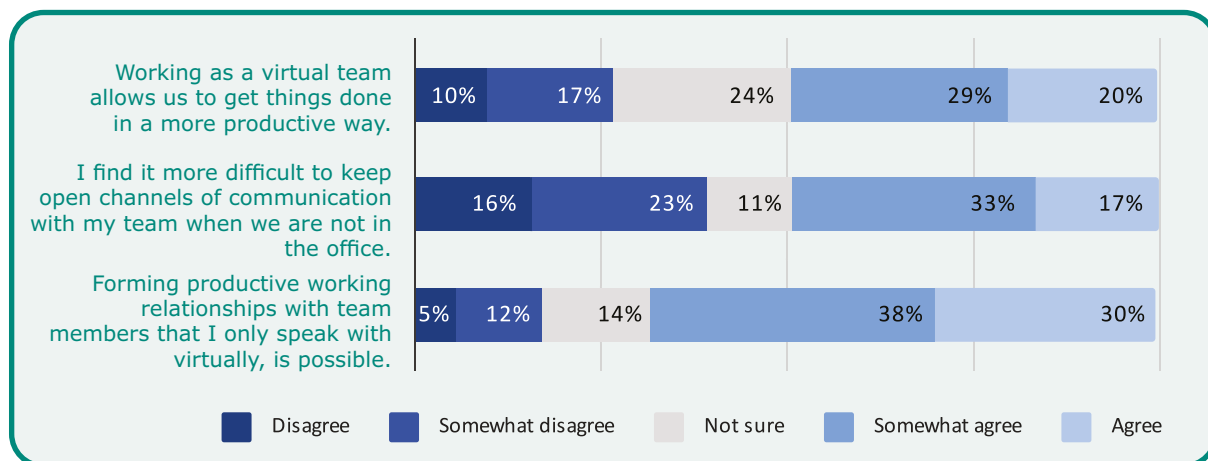
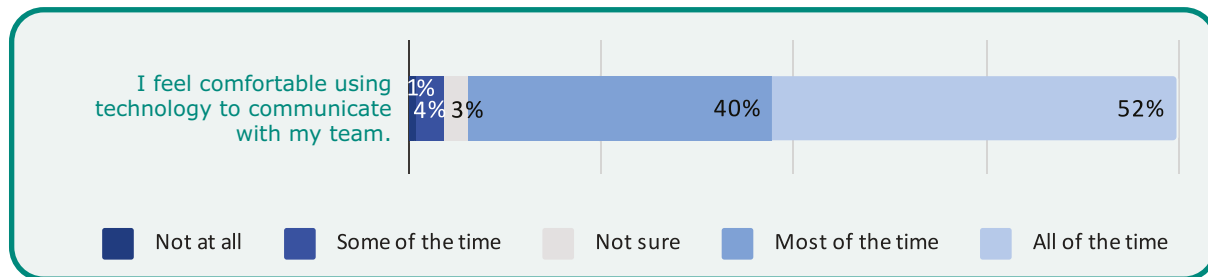
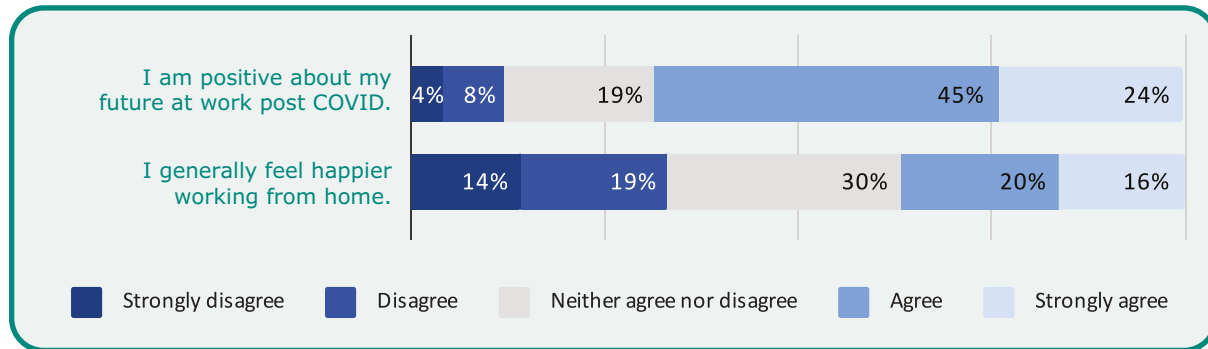
This then increases to 38% of Managers/ Team Leads and 50% of Executive/Directors. These findings indicate that the greater the responsibility, and/or more senior the role, the greater the challenge it is to maintain a healthy work-life balance.

The evidence indicates that we cannot ignore the negative correlation between poor work-life balance and mental health.

"It's fundamental that we enable our people to get the right work/life balance. A happy employee is a productive employee. Less mistakes, higher productivity, less conflict."

Rupert Pleasant
We Are Guernsey

COVID-19-Specific



Working From Home

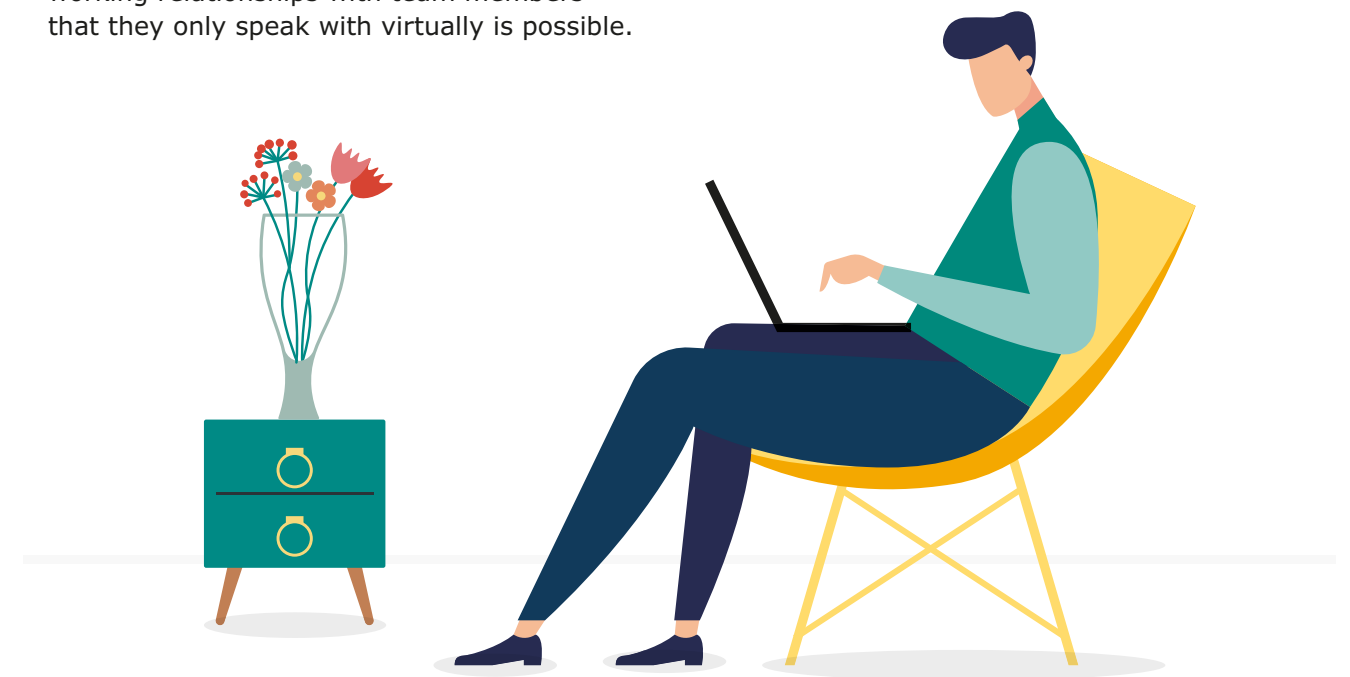
Responses to 'I generally feel happier working from home' were very mixed with 30% selecting 'not sure', 33% choosing 'disagree' or 'strongly disagree' and 36% responding 'agree' or 'strongly agree'.

82% felt comfortable using technology to communicate with their teams 'most of the time' or 'all of the time'. 27% either chose 'disagree' or 'somewhat disagree' when asked whether working as a virtual team allowed employees to get things done in a more productive way. This is an important finding when thinking about the shift to working from home as organisations will need to think about how to encourage collaboration successfully if working from home continues.

49% either responded 'agree' or 'somewhat agree' when asked if it's more difficult to keep open channels of communication with their team when not in the office. However, 68% believed that forming productive working relationships with team members that they only speak with virtually is possible.

"The challenge for employers to maintain productivity and not build resentment is to be flexible and offer hybrid solutions. Now we all have the infrastructure to work from home, it's going to be difficult for employers to argue against it"

Dr Philippa Venn
Cleveland Clinic



Stress

There is ample evidence to indicate chronic stress as a major risk factor for physical and mental health⁴⁵. It is, for example, known that chronic stress at work manifests in poor mental health, such as depression and anxiety⁴⁶, as well as in sleep problems⁴⁷ which, when combined, can lead to burn-out in employees. It was therefore important to measure perceived stress.

The Perceived Stress Scale is internationally recognised and so scores can be compared to other countries by calculating a mean and looking at other averages.

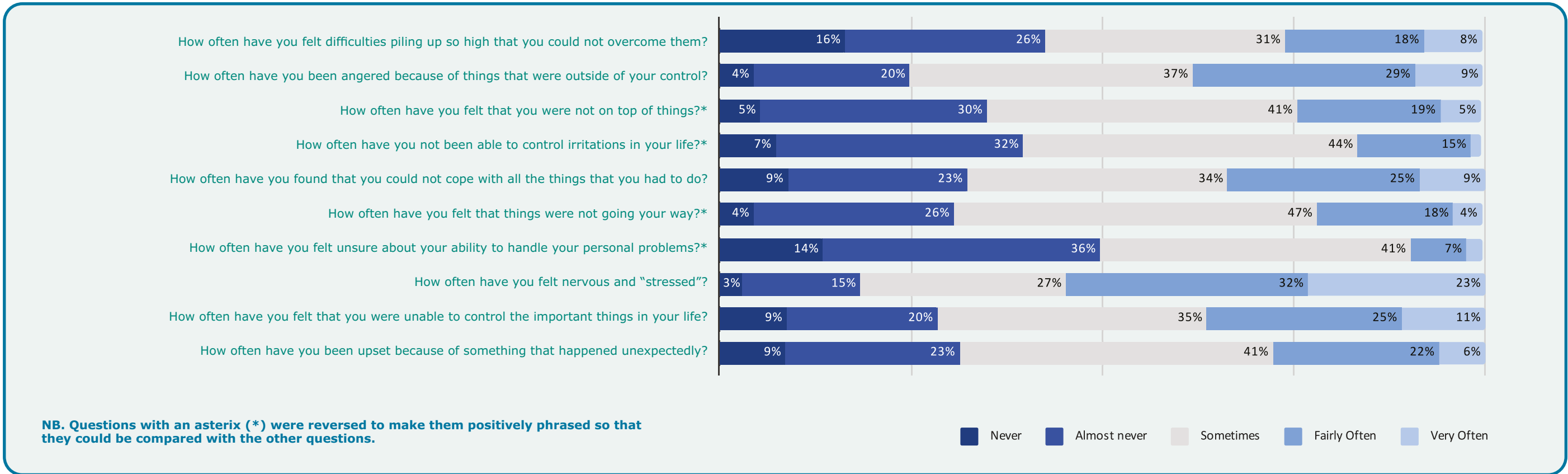
The mean score for perceived stress in those surveyed for this report was 20 out of 40. Scores ranging from 0-13 would be considered low stress, scores ranging from 14-26 would be considered moderate stress, scores ranging from 27-40 would be considered high perceived stress. The mean for the group is at the higher end of moderately stressed which corroborates with 55% of the sample feeling nervous or stressed 'fairly often' or 'very often', 34% feeling that they could not cope, 24% not on top of things, 38% angered because of things out of their control and 26% having difficulties they could not overcome.

Workplace interventions appear successful in preventing the negative consequences of work stress. A meta-review provided compelling evidence for the positive effects of work-related interventions in maintaining mental health and facilitating recovery⁴⁸ and therefore, there is potential benefit in organisations offering stress management interventions. However, for interventions to promote prevention, the root causes of stress need further examination.

"Pretty basic organisational management will look at how you treat your employees and the impact this has on your customers. If you take care of your employees, there's a high likelihood they're going to look after your customers. So, how you treat your employees is really important."

Joe Moynihan
Jersey Finance

Perceived Stress (in the last month)



Resilience

Resilience capacity is an added value that organisations need to build to respond to obstacles in challenging times. Resilience is a characteristic of individuals, teams, and organisations; it helps them to overcome setbacks (such as crises, changes, or turbulences) in a way that they not only survive but emerge even stronger.

answer on all questions, which suggests that the sample do not confidently perceive themselves to be resilient 'most of the time' or 'all the time'. 46% of the sample is not discouraged by failure, thus suggesting there is work to do with the other 54% in terms of re-framing employees' perception of failure and the ability to deal with setbacks.

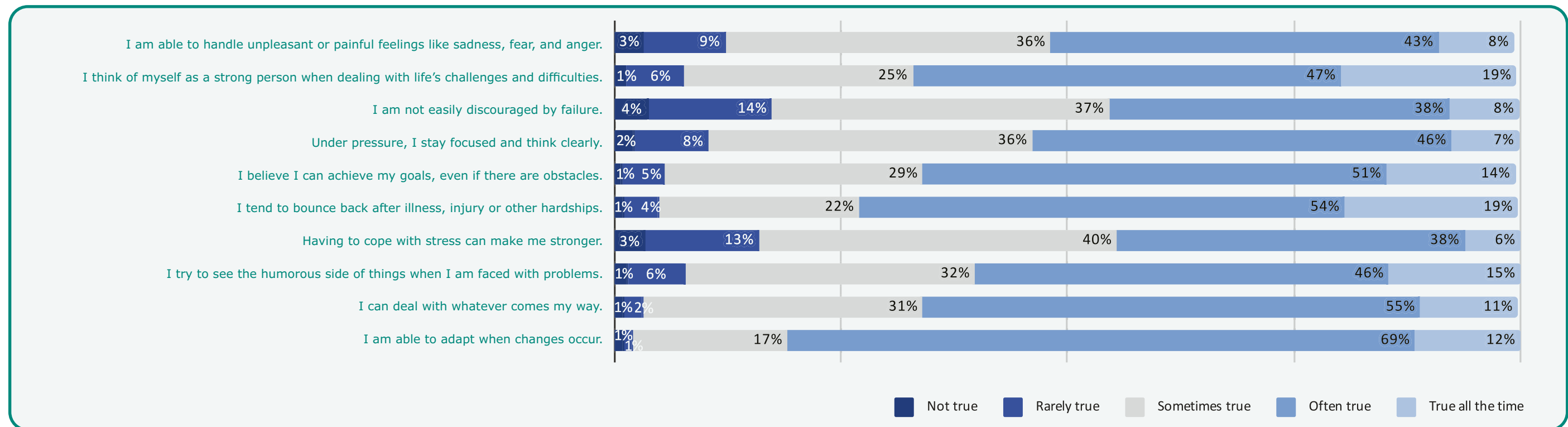
We now know that resilience is the result of an interaction between employees and their environment. It is a dynamic and evolving

Happiness

Happiness at work is a research topic that is growing in prominence but requires further attention⁵¹. There is much debate on exactly what is happiness at work, however concepts of happiness in the work context are centred around satisfaction⁵², engagement⁵³ and wellbeing⁵⁴ and how these improve an employee's quality of life. Under the perspective of positive psychology, people

happiness score lower than 5.6 suggests that you're less happy than the average person, if a score is greater than 5.6, then you're happier than the average person. The score suggests that our average person within the sample is less happy than the average person of working age.

While it is encouraging that 50% of those sampled feel that their organisation has a positive influence on their happiness, 27% do not consider this to be the case and 24%



The mean score for Resilience in those surveyed was 26. Chronic stress drains our resilience and with the sample feeling 'moderately stressed', it is not surprising that the mean score in this group is lower in comparison to general population data for this scale (mean=29.1). We must also be mindful that this has been measured during unprecedented times. The 'sometimes true' option was the most frequently chosen

process through which employees acquire the knowledge, abilities and skills to help them face an uncertain future with a positive attitude, with creativity and optimism, and by relying on their own resources⁴⁹. Previous research on individual resilience in a different range of settings and groups show that resilience is a capacity that can be trained or built up⁵⁰ to enable employees to exhibit resilient workplace behaviours.

are motivated to maximise their positive experiences in everyday circumstances thus it follows that job characteristics can have a positive or negative affect. If employees are happy at work, they are more likely to stay, recommend their employer to others and the organisation benefits as a result.

The mean score for Subjective Happiness in those surveyed was 4.8. Past college age, a

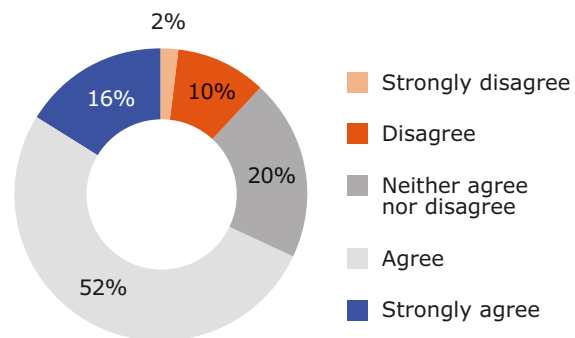
are indifferent about it. 21% also feel that the organisation does not contribute to their growth and development. When it comes to the association between the happiness of worker and productivity in the workplace, the common consensus is that a happy employee will become a productive employee⁵⁵. With happiness known to have a significant impact on wellbeing, it's an area that can be measured as a key performance indicator.

Happiness is typically defined by how people experience and evaluate their lives as a whole. Since the majority of people spend much of their lives at work, it is critically important to gain a solid understanding of the role that employment and the workplace play in shaping happiness for individuals and communities around the world. Research demonstrates that improving job dimensions improves job performance and satisfaction⁵⁶.

For these reasons, deeper analysis was required to consider job characteristics of task significance; autonomy and feeling valued, which all promote happiness at work.

Autonomy at Work

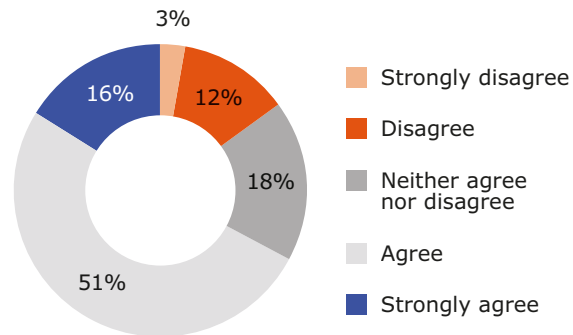
I have the right level of autonomy at work



In terms of their working day and daily activities, when asked if they felt they have the right level of autonomy at work, 68% of those surveyed 'agree'. 12% 'disagree' or 'strongly disagree' with a further 20% indifferent to the question. In its simplest form, autonomy is about a person's ability to act on his or her own values and interests.

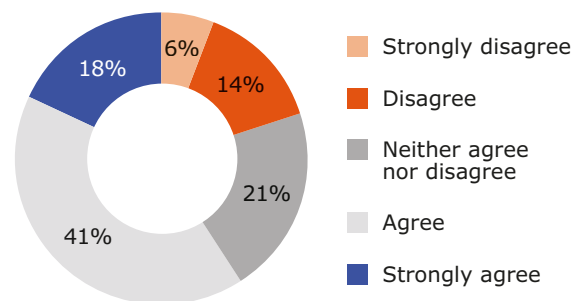
Task Variety and Significance

I have the right level of task variety and significance at work



When asked about task variety and significance, the trend was the same with 67% in agreement, and 15% who 'disagree' or 'strongly disagree' that they have the right level of task variety, with a further 18% indifferent to the question. Employees who sense that their job has an influence over others rate their work as more satisfying as a result. Conversely, employees who lack task variety and significance disengage.

I feel valued at work



Feeling Valued

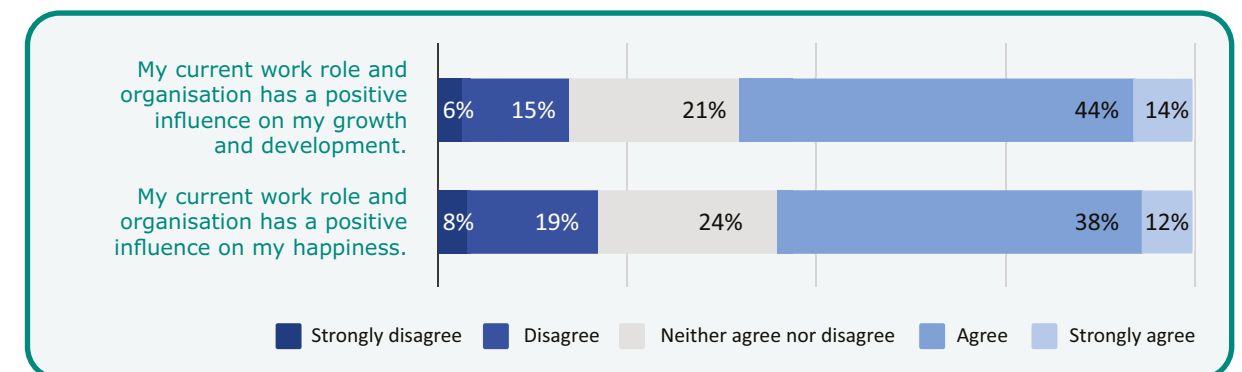
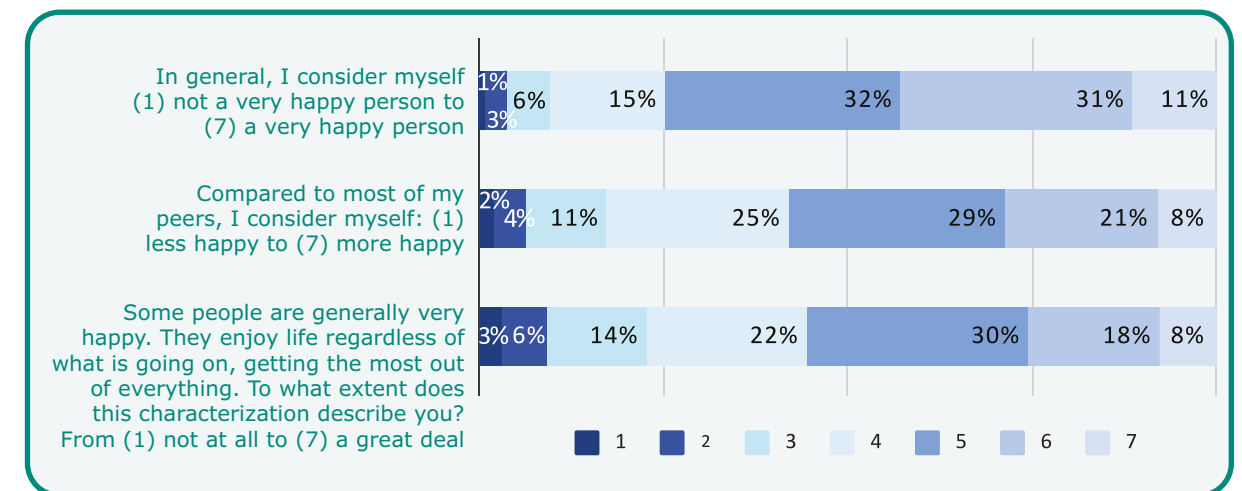
When asked if they felt valued at work, 59% chose 'agree' or 'strongly agree', versus 20% who answered 'disagree' or 'strongly disagree'. 21% were indifferent to the question. Those that do not feel valued at work are at risk of leaving, so it is an important finding to understand turnover intention.

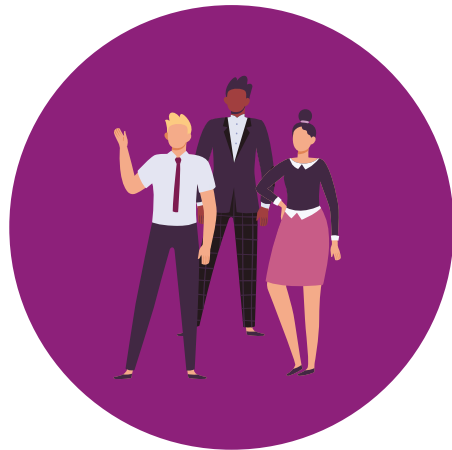
Summary

Autonomy at work, task variety/significance and feeling valued are closely linked to job satisfaction and happiness. While it is reassuring to see such a high percentage of employees in agreement to some of these

questions, there are between 12% and 20% of the employee population who are not in agreement that their working day is varied, autonomous or significant, or that they feel valued. More concerning is that 18-21% of people surveyed are indifferent about the nature of these aspects of their job.

This culminates in 30%-41% of the entire population not able to say, with conviction, that their working day and activities are pitched right. If a work population is not engaged, wellbeing suffers and productivity as a result. For employees to be happy, these characteristics of working conditions need to be reviewed on a regular basis.



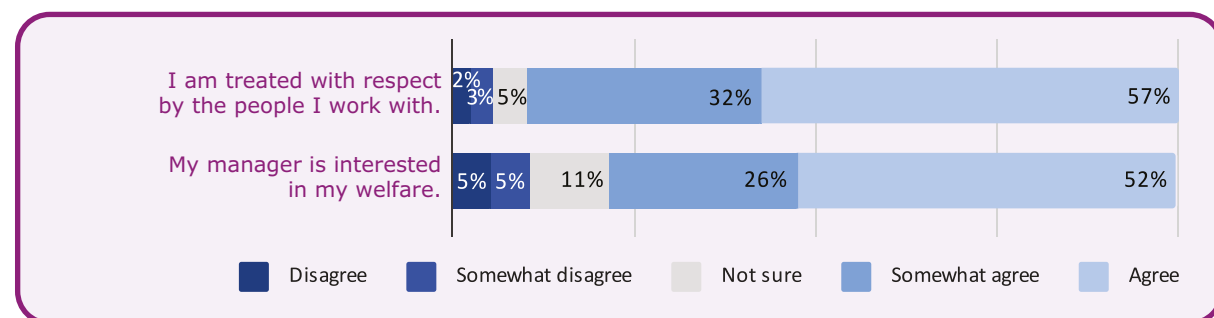
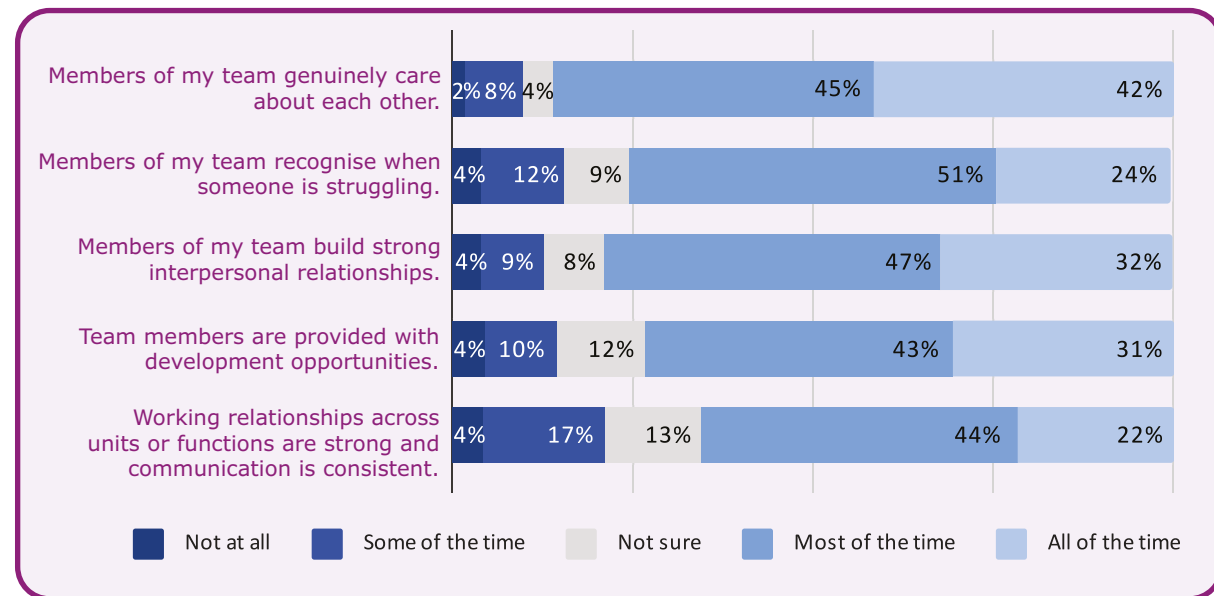


Team

The three aspects considered in measuring wellbeing in teams were Relationships, Trust and Communication. These were selected after consulting available research, which considered the influence of team on individual wellbeing.

Overall, for responses received in the 'Team' section, the findings were positive. The sample do, for the best part, consider the wellbeing of their peers and vice versa, and that the levels of trust and communication in professional relationships contribute to

wellbeing. As mentioned earlier in the report, the 'wellbeing of teams' can be something of an abstract concept. Yet, it is a vital component of and a link between personal wellbeing and that of the organisation.



Relationships

Across the entire sample, relationships in the workplace appear to be very healthy and conducive to promoting wellbeing. The survey shows that 87% of team members genuinely care about each other 'most of the time' or 'all of the time'. This is backed up by 79% of people providing the same responses when considering whether their team builds strong interpersonal relationships.

75% of respondents do recognise when people are struggling 'most of the time' or 'all of the time', indicating a level of care acknowledged for colleagues. While this is positive, it does not in itself indicate whether respondents would be able to provide signposting or assistance for a given individual. Colleagues may identify that someone is in a state of overwhelm or chronic stress, but they will not necessarily know the best course of action to take in resolving or mitigating the circumstances.

89% feel that they are treated with respect by the people they work with. The topic of Diversity and Inclusion has become of increasing significance to organisations and individuals alike. For organisations, policies in relation to IDEA (Inclusion Diversity Equality Accessibility) need to be in place and, for individuals, their sense of identity and belonging in their place of work is enhanced when they feel they are treated with respect. The promotion of respect within the workplace can lead to an increase in one's perceived organisational embeddedness, which in turn can lead to a reduction in employee turnover. The effect of this is also significant for new, or perhaps younger, inexperienced team members⁵⁷.

"Engaging in IDEA (Inclusion, Diversity, Equality and Accessibility) in an authentic way encompasses the understanding that we are working in global business communities. Your ideal client 'avatar' now encompasses a number of different people, from different racial and cultural backgrounds. If all of your staff have the same beliefs, values and culture, their understanding of your client's needs are limited to their own viewpoint."

Jade Ecobichon-Gray
Mindset Matters

78% agree to an extent that their manager is interested in their welfare, and 74% cite having access to development opportunities 'most of the time' or 'all of the time'. Organisations may wish to consider the developmental opportunities that they provide. Research has shown that providing personal and inter-personal development can help with managing stress, improving self-awareness and communication skills⁵⁸. These skills are crucial to the effective operation and dynamics within teams. It is important to ensure that these skills are developed alongside the more conventional aspects of Continuing Personal Development (CPD).

Trust

The quality of social capital in the workplace has been shown to have a direct correlation to an individual's sense of wellbeing⁵⁹. Trust is a component of social capital and therefore can be used as an indicator through which to consider wellbeing. Trust is also the foundation of any relationship and teams without trust cannot build positive and lasting relationships.

The survey results show that there appears to be a high level of trust within teams, with 80% citing that they genuinely trust each other 'all of the time' or 'most of the time'. When this is looked at from the perspective of team members being honest with one another when discussing workload the percentages hold steady, with 81% indicating that this would occur 'most of the time' or 'all of the time'.

When considering whether people trust that their team would share important information with them, 85% of respondents stated this occurred 'most of the time' or 'all of the time'.

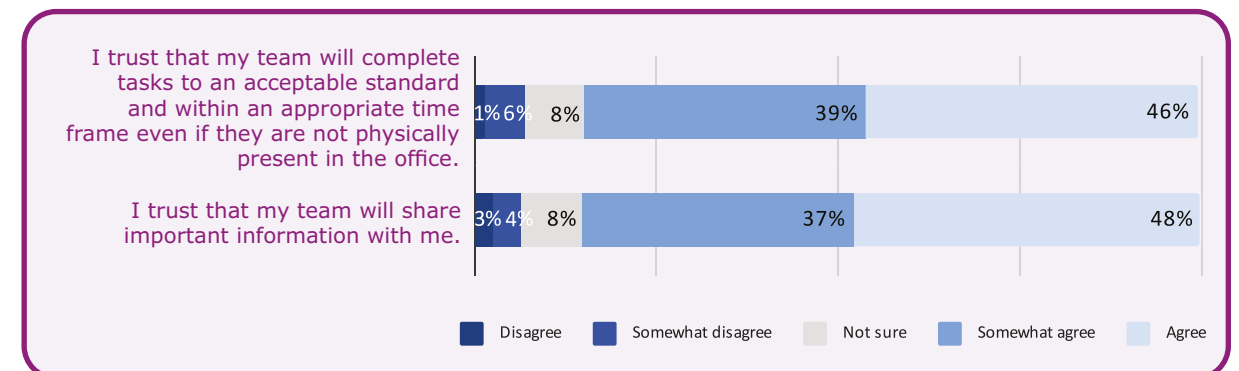
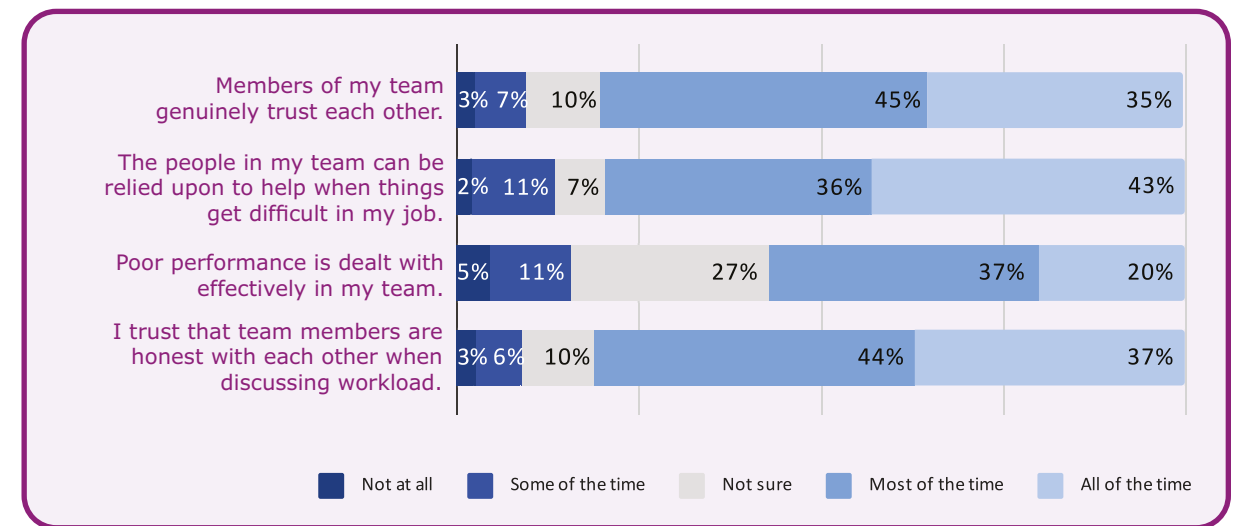
Taking this further, the results showed that 79% of respondents indicated that people within their team could be relied upon to help when things become difficult in their jobs 'most of the time' or 'all of the time'. Combined with the responses in connection with workload and the sharing of important information, this indicates that team members are capable of and largely do support and assist their peers when tasks and deliverables become challenging for either the individual or the group. Values of trust, transparency and honesty within teams is highly evident in the sample surveyed.

This positive trend in results continued when individuals were asked if they felt they could trust their team to complete tasks to an acceptable standard and timeframe, even if they are not physically present in the office. Here, 85% of those surveyed indicated that they could trust their team to do so 'most of the time' or 'all of the time'.

"People don't just have the technology to work from home, they now have the trust of their managers to do so. Now, because of what we've been through, we all trust our people more."

Joe Moynihan
Jersey Finance

However, 27% of those surveyed indicated that they were 'not sure' if poor performance was effectively dealt with in their team. When added to those who stated that they 'disagreed' or 'somewhat disagreed' with this statement, 16% rose to 43%. This would suggest that whilst teams work well when all is going well, managing poor performance when it arises is a challenge. Organisations may wish to consider whether steps can be taken to help teams manage such instances better, whether that be through improving the training of personnel in interpersonal skills such as understanding how to hold effective crucial conversations with team members or whether policies are in place to manage poor performance outside the team dynamic.



Communication

As indicated earlier, ever-increasing digital communication channels have the potential to be detrimental to our wellbeing. In a positive vein, 92% of respondents feel comfortable using technology to communicate with their team 'most of the time' or 'all of the time' and people do not feel it is an issue to not be physically present with a team to form lasting relationships.

Whilst teams will no doubt utilise such tools in their communication, teams (unless set up remotely for specific purposes or projects) tend to work, or have worked, together personally and therefore some of the detrimental aspects of digital communication may be mitigated, in particular the (a) Expectations Of Constant Connectivity, and (b) Quality of Communication.

This is borne out to an extent by the findings of this report, in that 85% of respondents stated that members of their team maintain clear and respectful communication 'most of the time' or 'all of the time'. In teams, the quality of communication may not be as formal as external communication so noting this high percentage is indicative of clear lines of trust, respect and communication within teams.

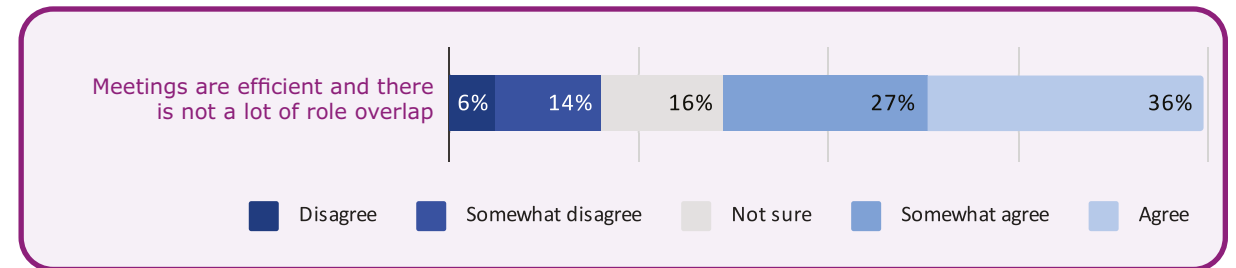
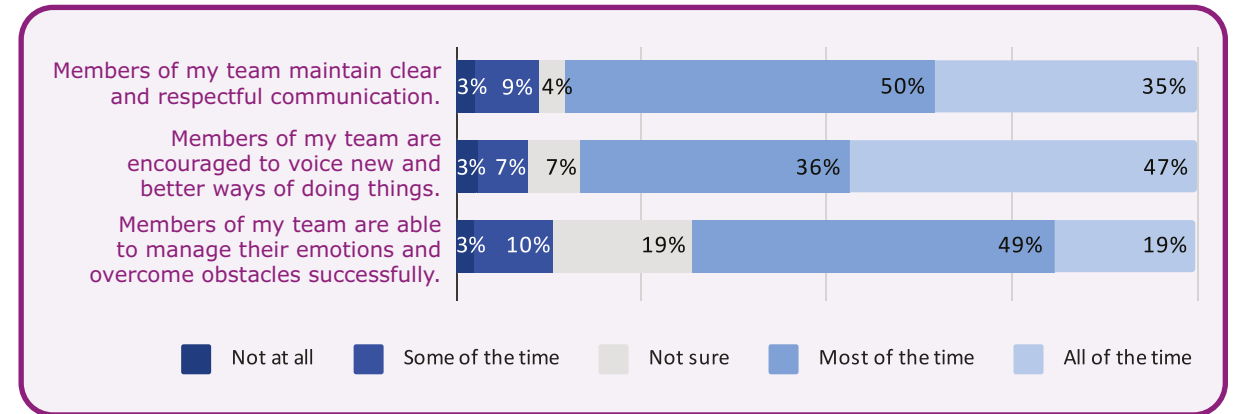
This is also indicative within responses to 'members of my team are encouraged to voice new and better ways of doing things', with 83% citing that people are encouraged to do so 'most of the time' or 'all of the time'.

"Understanding what people's needs are and what they are saying should be a line-managers number one priority."

Lee Bennett
Mental Health Professional

In terms of communication in meetings and whether they are efficient, 36% indicated that they were either 'unsure' or in disagreement with this statement. It is acknowledged that meetings are important and a necessary function of our working environment, but the research shows that consideration should be given to the number of invitees, duration, scope and resultant outcomes from meetings as almost one in six of respondents, 16%, were 'unsure' if meetings were efficient.

When asked if members of the team can manage emotions and overcome obstacles, 32% of those surveyed indicated that they either 'disagree' to some extent or are 'unsure'. This is in line with the percentage that indicated that poor performance was potentially not well managed within their team and is also in line with the lower-than-average resilience score evident within the survey at large.





Organisation

The three aspects measured in Organisation were Leadership, Culture and Environment. This section analyses high level aspects that are fundamental but often misunderstood when it comes to wellbeing at work.

Leadership

Good leadership involves leading by example. This is particularly relevant when it comes to wellbeing as there is a need to change historic norms and potentially harmful taboo subjects, such as mental health. There is a large body of research that demonstrates the association with leadership and employee overall wellbeing⁶⁰, as well as the negative impacts a 'bad' leader can have on turnover, resistance, and productivity⁶¹.

"People need to feel safe and secure that they can talk about this without being judged. So, I think it's about making sure that the influencers and the leaders themselves are taking this seriously. They don't have to have suffered from it themselves, they just need to understand that other people do. So, it's about putting aside that stigma across all age groups and all seniority levels and that is quite a challenge."

Rupert Pleasant
We Are Guernsey

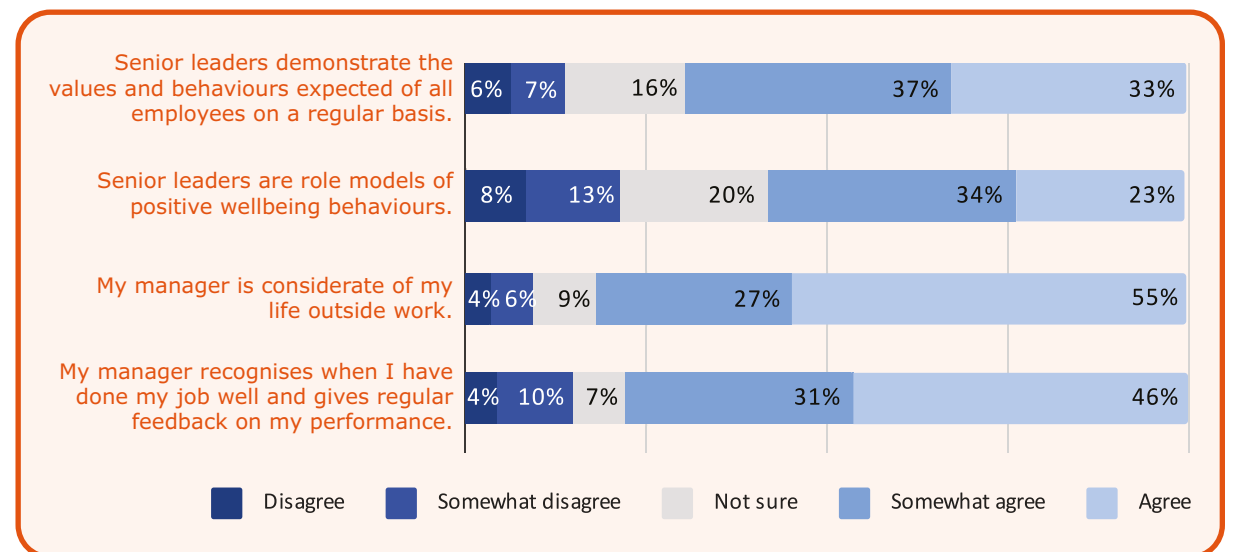
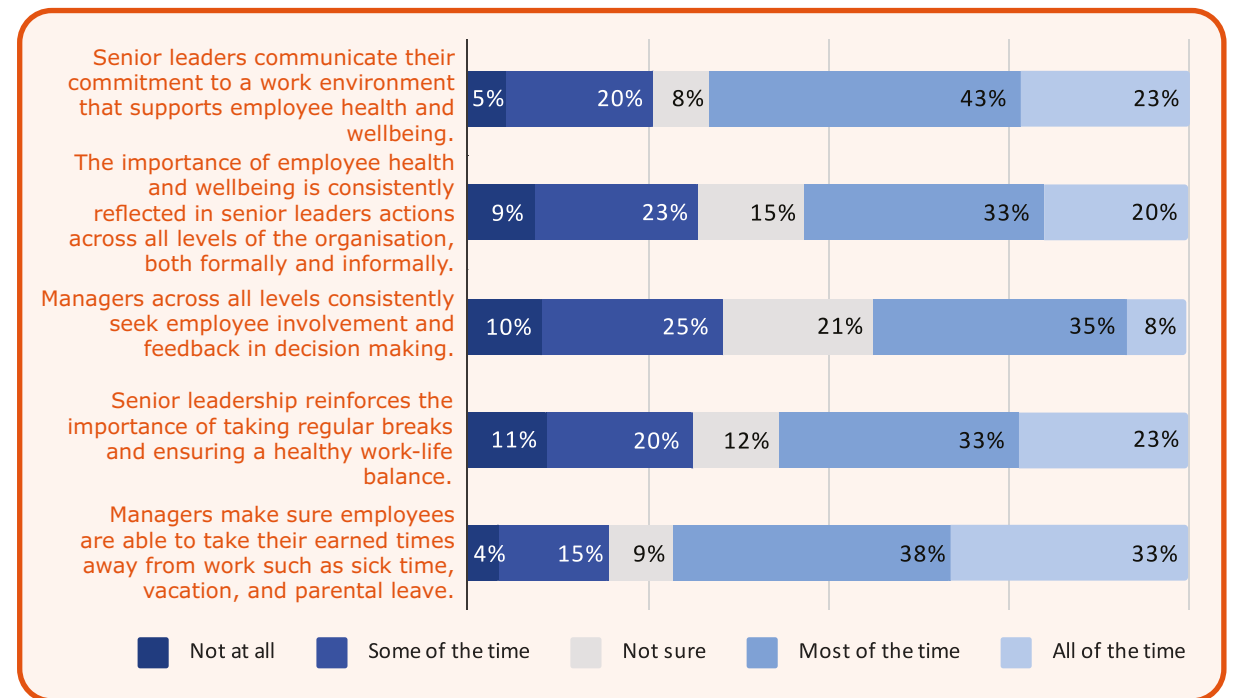
Of those surveyed, just over half (53%) said the importance of employee health and wellbeing was consistently reflected in senior leaders' actions across all levels of the organisation, both formally and informally, 'most' or 'all of the time'. This chimes with the 56% who said that senior leadership were found to reinforce the importance of taking regular breaks and ensuring a healthy work-life balance 'most' or 'all of the time'.

In addition, 66% felt that leaders communicated their commitment to an environment that promotes wellbeing 'most' of or 'all of the time'. This indicates that perhaps leaders are communicating commitment to wellbeing but not necessarily following it up in their actions/behaviour. This is further supported by the fact that 21% 'disagreed' or 'somewhat disagreed' that senior leaders are role models of positive wellbeing behaviours with a further 16% saying they weren't sure.

Understanding why individuals make certain decisions and knowing how personal contributions make a difference, can play a big part in driving performance and keeping employees engaged. If leaders can help drive purpose, research suggests it will boost innovation and brand value as well as overall employee engagement⁶². Key to a feeling of purpose is a sense of being involved with the organisation and being able to contribute to decision making.



Our research revealed that 43% of participants responded with 'all of the time' or 'most of the time' to 'managers across all levels consistently seek employee involvement and feedback in decision-making'. This identifies an area with room for improvement, using engagement as a means for improving the sense of purpose.



Culture

Organisational culture plays a significant part in employee behaviour and general wellbeing.

"We're working in an evolving culture in terms of mental health and the younger generations are very switched on to it. So, wellbeing is going to have to have a space within organisations moving forward and it's certainly going to need to be incorporated into company culture."

Dr Philippa Venn
Cleveland Clinic

There is extensive research correlating culture and performance. McKinsey⁶³ note that those with top quartile cultures (as measured by our Organizational Health Index) post a return to shareholders 60 percent higher than median companies and 200 percent higher than those in the bottom quartile.

Similar studies note that organisational culture impacts motivation, promotes individual learning, affects communication, and improves organisational values, group decision making and solving conflicts. When an organisation ignores the wellbeing of their employees, it can create burn-out and result in high turnover, whereas cultures that are grounded in holistic wellness create employees who are more inspired, creative, strategic, productive and resilient⁶⁴.

17% of those surveyed for this report would not recommend their organisation as a great place to work. This is a worrying statistic for employers, as it is damaging for attracting top talent as well as for retention of existing talent. Interestingly, but perhaps unsurprisingly, of those that would not recommend, 87% did not feel valued at work and 70% felt that employee wellbeing was not part of their organisation's mission, vision and/or business objectives. Similarly, out of the 306 people that 'agreed' that they would recommend their organisation as a great place to work, 292 'agreed' or 'somewhat agreed' that employee wellbeing was part of their organisation's mission, vision, and/or business objectives. This demonstrates the importance of creating a culture where individuals feel that they are valued, and where employee wellbeing is taken into account.

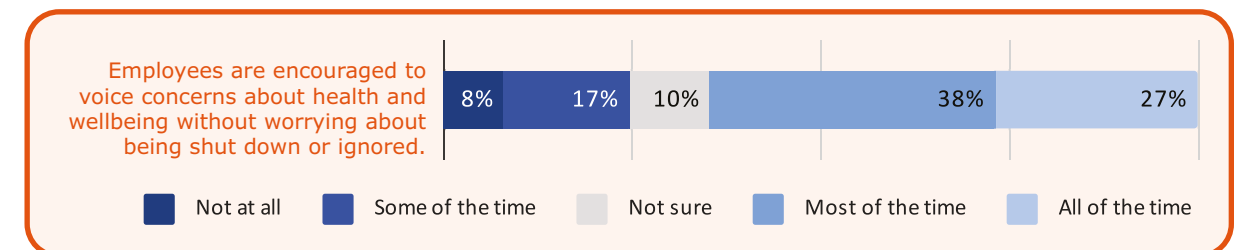
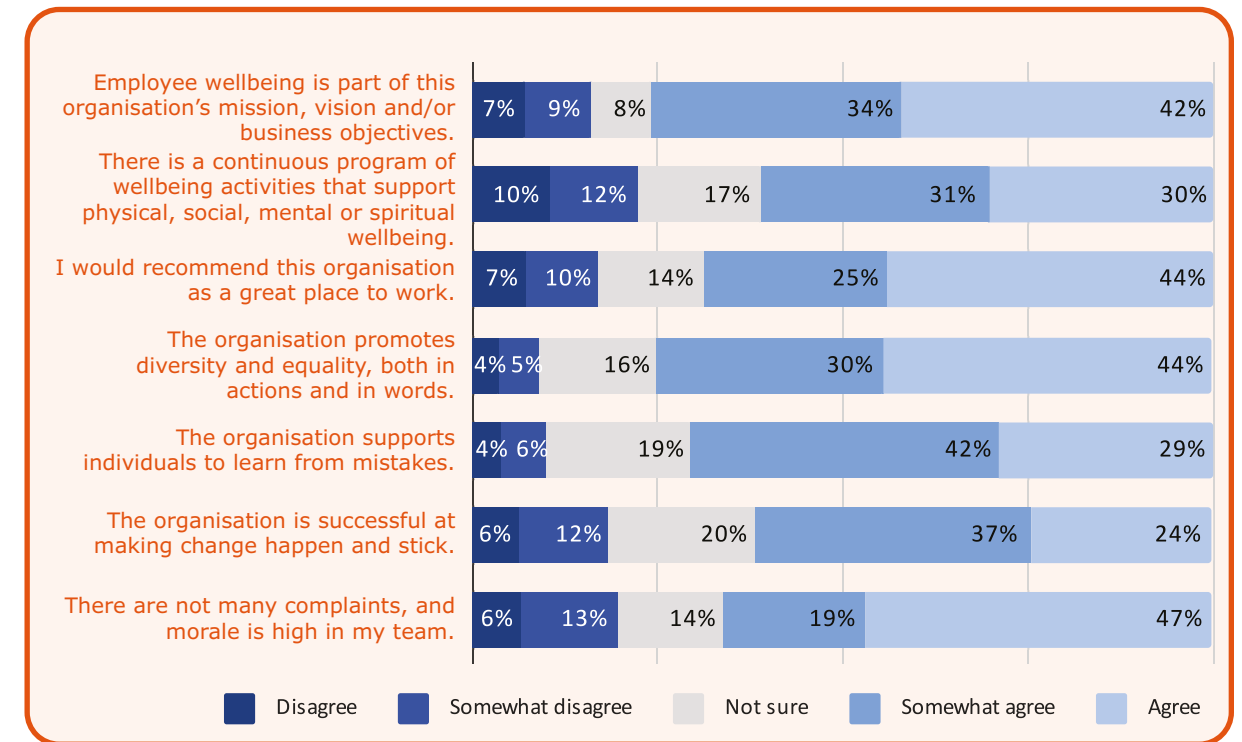
It is important to note that organisational culture is often driven from the top, with leadership styles and behaviours mimicked down through the hierarchy. It is therefore critical that leaders demonstrate through actions, as well as words, their belief in the values of the organisation, and that when thinking about culture, the results of the leadership section of this report are also taken into account.

Creating a culturally safe and inclusive environment, where employees feel safe to speak up without fear of discrimination is widely understood to be an essential way to increase wellbeing within the workplace^{65 66}. In the Channel Islands, just 44% would 'agree' that the organisation promotes diversity and equality, both in actions and in words. Diversity is not only important for wellbeing but is proven to increase problem solving and creativity. These results indicate that organisations could start thinking about what they could do to increase diversity and equality within Jersey and Guernsey workplaces.

Research shows that people in a high performing culture learn more effectively from their mistakes than from their successes and that knowledge from mistakes depreciates more slowly than knowledge from success⁶⁷. It is interesting to see in this research the correlation between organisations who promote learning from mistakes and employees who are promoters of their organisation. 80% of those who said their organisation supports people to learn from mistakes would recommend their organisation as a great place to work.

An organisation which fails fast and learns from it is also one which is more

likely to drive forward successful change and embracing change is essential to organisational performance and productivity⁶⁸. 38% of those surveyed 'weren't sure' or 'disagreed' that their organisation was successful at making change happen and stick. This is perhaps reflective of the productivity decline which both Islands have seen over the last decade⁶⁹. It is an interesting statistic because all businesses have had dramatic changes over the last year, which they are now having to adapt and react to. A company that is therefore able to keep up with these changes and make them stick is one that is going to have a better competitive advantage.



Environment

Workplace environment plays a key role in the performance and productivity of an employee. The environment encompasses not only the physical aspects and general health and safety but also the more intangible behavioural aspects which are necessary to holistic wellbeing in the workplace.

In general, there is positivity in relation to safety and security within Channel Islands organisations, with 84% 'agreeing' or 'somewhat agreeing' that employees have the resources to do their jobs safely and well. This declines only slightly when asked if the organisation provides a supportive environment for safe and healthy behaviours, with 70% 'agreeing' or 'somewhat agreeing'.

A noteworthy finding is in relation to whether the organisation takes action to prevent harm to employees from abuse, harassment, discrimination and violence. These types of behaviours can be very damaging to an individual and team motivation / wellbeing⁷⁰, so, it is critical to address negative behaviour and deal with it appropriately to reinforce that it is not acceptable. 28% of respondents replied to this question with 'not sure', 'some of the time', or 'not at all'. This suggests that one way to improve wellbeing is to improve the way that this type of behaviour is dealt with.

34% of those surveyed are 'not sure' or cite that organisational policies or programs are in place 'some of the time' or 'not at all' to support employees when they are dealing with personal or family issues. 43% either 'disagree', 'somewhat disagree' or are 'not sure' if the organisation provides support to employees who are returning to work after time off due to physical and/or psychological health conditions. 33% 'agree' that this is in place.

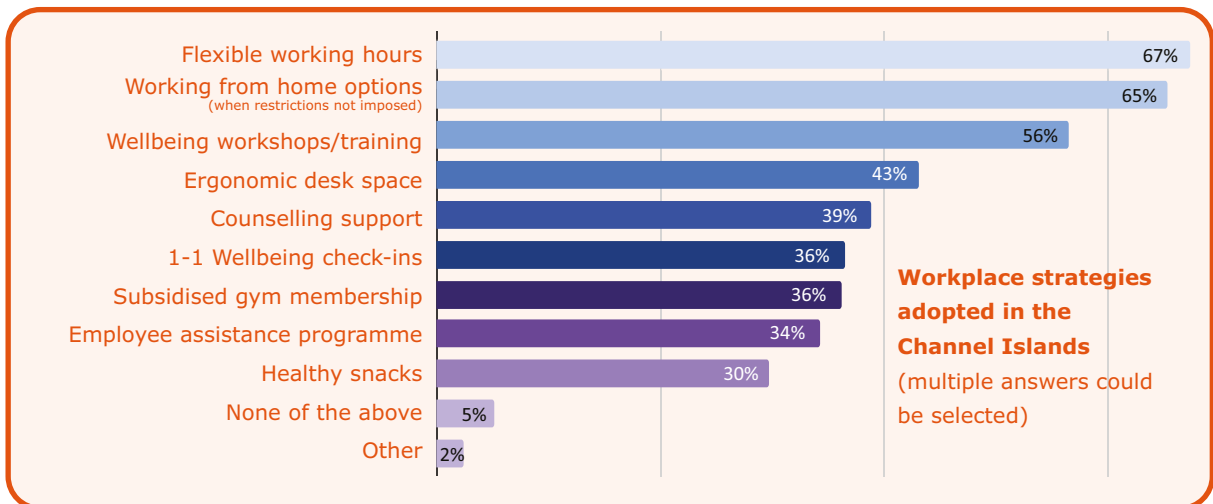
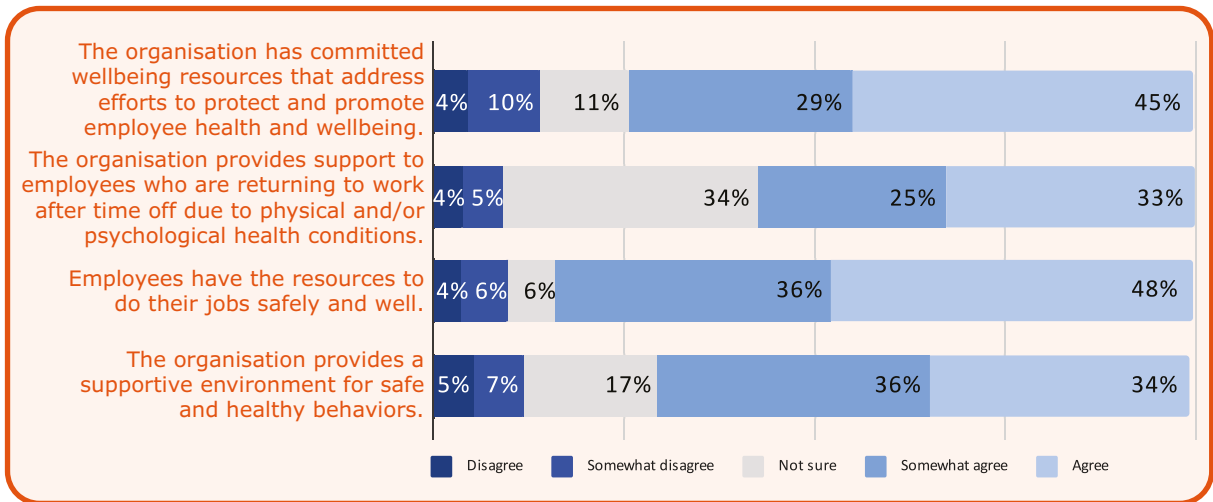
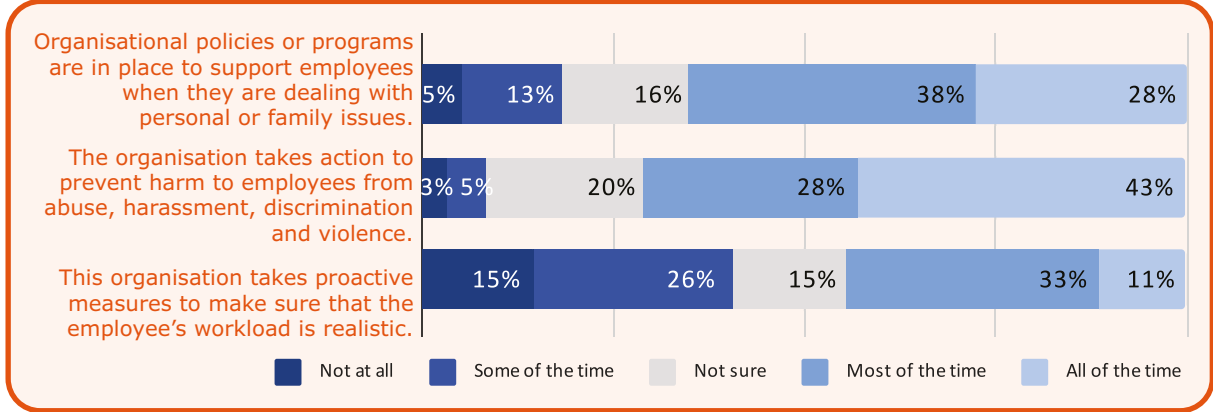
"I think if we'd gone out to member firms after the first lockdown and said, 'what are you doing about mental health and how are you going to invest in it?' it might have been forgotten fairly quickly. Whereas, with the second lockdown, mental health went way up the priority list."

Rupert Pleasant
We Are Guernsey

11% cite that the organisation takes proactive measures to make sure that the employee's workload is realistic 'all of the time', with 30% either citing that it doesn't happen, or they are unsure. 34% said their Managers make sure they are able to take their earned times away from work such as sick time, vacation, and parental leave, 'all of the time'.

Workplace Strategies Adopted By The Channel Islands

It appears that there is a wide range of wellbeing initiatives in place with the most utilised being 'flexible working hours', 'working from home' and 'wellbeing workshops/training', which would be expected due to the COVID-19 pandemic. 39% of respondents felt that their organisation offered 'counselling support' and 36% offered 'one-to-one wellbeing check ins'. It is imperative in evaluating the efficacy of such interventions, that organisations seek feedback on what is offered, the take up, how it can be improved and what employees feel is missing.



What's next?

It is hoped that these results will enable organisations to better understand the far-reaching impact of wellbeing, and to be able to drill down on the practices that create positive long-lasting supportive wellbeing behaviours. The impact on business profitability and success is far reaching, as we have shown how wellbeing affects productivity, engagement, attrition, retention, absenteeism, company growth, employee branding and motivation.

Conclusion

There is no question that our research demonstrates the impact of sub optimal wellbeing on a significant number of key wellbeing measures. We need to be mindful that the COVID-19 pandemic has been significant. What is promising however, is that we have gained much needed awareness and exposure on the power of a robust wellbeing culture versus the impact of poor work practices. We all have a unique opportunity to make the very change we seek and to embed a wellbeing culture that is built to support people, businesses and growth.

What is certain is that for our organisations to thrive in the coming years ahead, we will need to embrace the new working world and will have to tackle the challenges that come with fear, uncertainty, changing needs, wants, aspirations, expectations, values and identities.

Note: It should be noted that within this report we have drawn out conclusions that we felt were particularly interesting, but our commentary is by no means comprehensive of everything within the data set contained within this report. If you have any particular research questions that you would like to ask the researchers, please contact us.

There is no doubt that this research highlights the demand for a complete reassessment of what wellbeing means, what it looks like within our organisations and a carefully thought-out strategy for progress. Wellbeing goes beyond initiatives: a strategy must be in place. Having a strategy can positively impact the performance of wellbeing, but for this to be successful, leadership support and buy-in of all stakeholders (both from the employee and the employer) are critical factors.

Wellbeing was important before 2021, but the combination of a global pandemic, ongoing economic uncertainty and a rapidly changing economy has elevated its importance to individuals and organisations.

To ensure wellbeing is central to the culture and ethos of organisations moving forward, employers must develop a clearer understanding of the gaps in their specific offerings. They must consider how they can best support their employees through times of isolation and uncertainty, as well as the day to day.

To truly build a more resilient workforce and rebuild the economy in 2021 and beyond, employers should and must prioritise wellbeing to enable their people, their teams and their organisation to thrive.



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Section 3 Wellbeing Interviews



Rupert Pleasant
Chief Executive
We Are Guernsey



Joe Moynihan
Chief Executive Officer
Jersey Finance

Finance Association Interview

This report aims to identify whether making wellbeing a strategic corporate priority improves worker health and business performance.

Strong links have already been drawn between wellbeing and productivity but how is this reflected on a regional scale and how are the Channel Islands faring? The COVID-19 pandemic has accelerated the conversation for many businesses, but will this be short lived, or will wellbeing become a C-suite priority for the foreseeable future?

Dr Glenda Rivoallan, from We Talk Wellbeing, and Leonie McCrann, from Marbral Advisory, interviewed Joe Moynihan (**JM**), Chief Executive Officer, Jersey Finance and Rupert Pleasant (**RP**), Chief Executive, We Are Guernsey. This interview gives insight into how wellbeing is being viewed by those at the top of the Professional Services sector and discusses some of the challenges facing the industry.

Q What are you currently hearing from your members about corporate wellbeing?



RP "I think there's always been a focus on corporate wellbeing in Guernsey, but more centred on physical wellbeing. We have now seen an absolutely fundamental shift on mental wellbeing. It's not only being explored by the bigger organisations but also the smaller companies too. They are turning to professional organisations, they're putting their own committees in place, they're questioning their staff and making sure on a daily basis that their mental and physical health is correct. I think there has been a paradigm shift away from just physical health and onto mental health."



JM "Jersey Finance conducted research with the Centre of Economics and Business Research in early 2019, where we looked at productivity within our sector using member feedback and official statistics to identify the main areas impacting productivity. One of the areas highlighted was establishing support for work-life balance. The research showed that the firms who consistently had staff working late or weekends, were usually the firms that had the worst productivity performance and the firms that were proactive in trying to support work/life balance fared much better - and that's pre-COVID. Since COVID, this has gone up the agenda significantly. I think executives and managers have become much more conscious of the additional pressures that have been placed on people. It's highlighted the importance of resilience - there are a number of constituent parts to resilience and your mental wellbeing is very significant."

Q How much of a priority is wellbeing for your sector?



RP "For people running businesses, there's a number of priorities that compete at the top, but I think wellbeing has really gone upwards. We had a black-tie dinner recently for the Guernsey Investment Fund Association (GIFA) and the charity for the evening was Guernsey Mind. What I thought was significant, is that the Chair of GIFA stood up to give his speech and spoke about his own mental health, how he'd suffered during his lifetime and how he'd suffered during COVID. That kind of exposure and frankness in front of friends and peers gives a very powerful message."



JM "What we can't lose sight of is that our industry is about people, and we employ 13,500 people in Jersey in financial services. We have been talking quite a lot about how resilient the industry has been over the last 12 months and I put that down to a number of things - good management, committed people and giving them the right resources. There have been a lot of initiatives going on within individual member firms to make sure they look after their people because this is a competitive labour market. Increasingly, people want to work for organisations that they believe care about them - in terms of their career but also about them as people and wellbeing is a huge part of that."

Q Do you think it's important for the industry to invest in wellbeing?



JM "A lot of things you can do don't require a massive budget. We have for example, engaged with Mind Jersey on a podcast and also with individual staff training through their Mental Health First Aid programme. So, I would suggest some degree of caution around suggesting that just because businesses haven't set aside a massive budget for it, they are not serious about it. However, I think as firms get past some of the obvious 'wins', they're going to start thinking more about speaking to outside experts, it will progress, I have no doubt about that."



RP "I think the second lockdown in Guernsey was so much tougher than the first one. I think if we'd gone out to member firms after the first lockdown and said, 'what are you doing about mental health and how are you going to invest in it?' it might have been forgotten fairly quickly. Whereas, with the second lockdown, mental health went way up the priority list. However, people do tend to have short memories and corporates have short memories as well. Are they going to remain committed? I think they will."

Continued...

Q How does wellbeing impact productivity in your sector?



JM "Pretty basic organisational management will look at how you treat your employees and the impact this has on your customers. If you take care of your employees, there's a very high likelihood they're going to look after your customers. So, how you treat your employees is really important. I think for the Channel Islands, operating in a limited talent pool, we have to be good at this because if we're not, we'll end up with people who are not motivated and not productive. If I have someone who feels they are valued, properly motivated, then of course they are going to be productive. So, to me that's not something new but I think that sometimes people lose sight of it and for us it's becoming more important."



RP "If you look at how we actually advertise ourselves as islands, one of the things we do is show the lovely beaches, the lovely sunsets, and it's about selling the lifestyle – but we need to be practicing what we preach. We live in beautiful islands, it's fundamental that we enable our people to get the right work/life balance. A happy employee is a productive employee. Less mistakes, higher productivity, less conflict."

"We looked at research from Guernsey Mind and one of the statistics showed that for every £1 invested in mental health, the business gets £4.20 back in productivity."

Rupert Pleasant
We Are Guernsey

Q What do you think are going to be the biggest challenges in terms of wellbeing in the workplace moving forward?



RP "Firstly, communication; people need to feel safe and secure that they can talk about this without being judged. So, I think it's about making sure that the influencers and the leaders themselves are taking this seriously. They don't have to have suffered from it themselves, they just need to understand that other people do. So, it's about putting aside that stigma across all age groups and all seniority levels and that is quite a challenge."

The second one, is making sure that wellbeing strategies are not a 'tick box exercise' – it's got to be more than that. It's about asking the right questions and having a decent strategy. But then it's about implementation and actually doing something with what you find."



JM "The reality is that there will be a lot more flexible working for most organisations, so some of the concerns that we had for people working from home full time will still apply when they are working from home part time. I think, as leaders, we have to show the way. If we're working late that's slightly different, but we don't need to make that obvious to our teams. So, I wouldn't send an email to someone in my team after a certain time in the evening, because they may think I expect a response that night and that's bad practice. Secondly, I think there's also going to be challenge around moving back from everything being technology based to being face-to-face. Is there going to be an expectation in the future that people don't actually have to meet anyone because they can do it all on Teams? I personally don't believe so."

"Increasingly, people want to work for organisations that they believe care about them – in terms of their career but also about them as people and wellbeing is a huge part of that."

Joe Moynihan
Jersey Finance

Continued...

Q How has COVID-19 affected the corporate wellbeing of your sector both positively and negatively?



RP "Flexibility in the workplace has changed – a lot of companies said they offered it before, but did they really? Whereas now, it is just the norm. And it's good for the employers to realise it's absolutely achievable and it can work for the employer and the employee. Another positive has been people and companies thinking more about mental health.

The negative side is burn-out – those with young families found it particularly hard, especially when the schools were closed. In Guernsey, we've also had such rigid border policies and we've had a lot of people unable to see friends and family on the mainland and people have suffered because of that. Another thing we are seeing is webinar fatigue. I think the sooner we can get out again and see people the better."



JM "People don't just have the technology to work from home, they now have the trust of their managers to do so. Now, because of what we've been through, we all trust our people more.

I think the importance of the finance industry was also highlighted when the rest of the economy was pretty much shut down. We continued to pay our taxes, we continued to pay social security, so that cash flow to government kept the Island afloat and I know that some of our corporate firms paid their corporate tax early to assist government cash flow. Our industry rallied around to help the rest of the community, we had lots of people volunteering and lots of charity donations coming from either clients or businesses. We have a lot to be proud of, but we also have a lot to be thankful for. I think we all appreciated that we needed the rest of the community, as much as the rest of the community need us."

Summary

There has been a paradigm shift in the way we look at wellbeing in the Professional Services sector, from almost exclusive concentration on the physical, to a new focus on mental wellbeing. COVID-19 has accelerated this shift and reminded a number of businesses about their most valuable asset – their people. Wellbeing has dramatically climbed the corporate agenda and younger generations in particular, who have grown up talking about mental health, look set to make sure it stays there. If employers want their share of a competitive labour market in the future, they are going to need to invest time and resources in this area.

Employees are now putting more onus on 'feeling valued' and there are clear links between the employer/employee value proposition and productivity. Support for work/life balance is key to ensuring happier employees and better productivity for businesses. However, businesses need to be wary of making wellbeing a 'tick box' exercise as this is not going to work long term. Instead, ensuring it's a strategic priority and findings are acted upon, will be fundamental to being seen as an employer of choice in the Channel Island market in years to come.



Jade Ecobichon-Gray
 Founder and CEO
 Mindset Matters

The Social Wellbeing Interview

How might companies investing in colleague welfare do so within an expansive wellbeing strategy, one that is integrated into the culture of the organisation?

It is possible, but to do this companies need to see wellbeing as an area that is treated the same as the commercial goals of the business. Achieving wellbeing solutions requires appropriately skilled wellness professionals to deliver those sought-after results.

Dr Glenda Rivoallan, met with Jade Ecobichon-Gray, Founder of Mindset Matters, to find out more about this and to learn how wellbeing deserves a seat at the strategy table, the importance of acknowledging

'intersectionality' in the workplace and how understanding and developing 'social wellness' can help organisations thrive.

Q What does wellbeing mean to you?

"It is an evolution. With hindsight I appreciate that in the past, and with best intentions, I was 'doing wellness'. I was focussed on the physical element of wellness and much less so on my mental and emotional wellbeing.

Now, wellbeing for me is a state of being - I ensure I build up all aspects of my wellbeing and ask myself if what I am doing each day feels good to me, gives me a sense of connection and one of purpose."

Q Are you hearing about challenges that businesses are facing with regards to looking after employee wellbeing, especially as a result of the pandemic?

"Indeed. Promoting wellbeing can create overwhelm for companies. They feel there are so many wellbeing areas to include and/or address. They then struggle to determine what incorporating wellbeing into their organisation looks like and how they will know whether they have achieved meaningful outcomes. This scenario leads to confusion.

Therefore, helping organisations streamline and focus on their wellbeing strategy, so that wellbeing becomes a natural part of their culture and not a series of disjointed, singular initiatives is how I am being asked to help them. Depending on their requirements, companies have to be willing to potentially involve a scope of wellness professionals, to select the right people and to make appropriate wellbeing investments to meet these needs."

Q When an organisation is considering investing in wellbeing, what do you see as the main benefit of that investment?

"An investment in wellbeing is an investment in your business. Companies wish to grow, innovate, be resilient and have continuity. These are all achieved by the people. So not to invest in wellbeing is to risk all these factors.

Even the most commercially viable strategy may be at the mercy of the lack of appropriate wellbeing support.

Our colleagues are assets to our respective firms and having a healthy workforce, one that is considered as being crucial to business development, is vital for any organisation that wishes to become or to remain successful."

Q What does social wellness mean to you?

"Social wellness is the foundation on which all other pillars of wellness sit. From a business perspective, we need to understand and appreciate that people do not leave their social/societal wellness behind at the door when they arrive for work.

Wellness is social justice in action, through improving the lives of people in ways that allow for meaningful connection, purposeful contribution and authentic inclusion. People then feel empowered to positively and collectively engage in creating a society that works for every individual. When we create communities that are equitable, nurturing, supportive we are all empowered to become our best selves."

"Inclusion, Diversity, Equity and Accessibility (IDEA) are all important areas for firms to proactively manage."

Jade Ecobichon-Gray
 Founder and CEO
 Mindset Matters

Continued...

Q How might companies consider these factors of social wellness?

"When businesses focus attention on IDEA and create initiatives to support this, it's important that individuals from diverse backgrounds feel safe and supported to speak-up and offer a different perspective from the groupthink that may be currently dominating the decision making.

Engaging in IDEA in an authentic way encompasses the understanding that we are working in global business communities. Your ideal client 'avatar' now encompasses a number of different people, from different racial and cultural backgrounds. If all of your staff have the same beliefs, values and culture, their understanding of your client's needs are limited to their own viewpoint.

Businesses must also be aware that many people do not neatly fit in one area of IDEA, there is a requirement to understand the implications of intersectionality. While making a specific commitment to anti-racism for example, if you're discussing gender inequity are you acknowledging that Black women will face barriers related to both sexism and racism? Too often a commitment to IDEA translates into a limited commitment to gender equity, and race isn't a focus at all."

Q What is the number one reason for businesses focusing on IDEA?

"IDEA strategies are not a 'nice to have' - they are a must have. We live in an increasingly multicultural society and consequently, firms cannot afford not to focus on IDEA.

We've been talking about IDEA in different guises for many years, and yet individuals from diverse racial and ethnic backgrounds still find themselves at a significant disadvantage in the workplace. That disadvantage often exists solely because of the racial group they belong to, it is not a reflection of skills, expertise or ability. It is therefore unsustainable for organisations to ignore IDEA, it requires educating ourselves about the long-standing history of inequity in our society and making a commitment to action to ensure that we make changes in the future."

Q What do you think are the 3 biggest wellbeing challenges organisations will face in the next 12 months?

"Connection - we are moving towards hybrid working practices and we still need to keep people and teams connected to the company's mission, vision and values.

Maintaining wellness in ageing populations - people are working longer in businesses, retiring later and the wellbeing needs of the older members of the workforce will be different from their younger colleagues.

Societal wellness - we cannot continue to separate our workplaces from our communities and our societies. Social inequity does show up in the workplace and does affect productivity and performance. Investment and action by organisations in social wellness will become increasingly important."

Summary

The boundaries within the work-life balance have never been more blurred as they are now. Work is in our home life and vice versa. The businesses who see themselves as a community, connected to their employees through implementing social wellness policies will see and reap the benefits. Appreciating our diversity, whether that be of the more tangible aspects such as race, gender, or age, or the more subtle aspects such as values, our work-life situation and lived experiences allows people to safely show up as their full, authentic selves within our communities and companies.

Appropriate social wellbeing strategy is needed to create effective policy and action. From this, people and teams will feel valued, able to give their best, to innovate and create new opportunities for themselves, their colleagues, their communities and society. And that can only be a good thing for us all.



Dr Philippa Venn
Cleveland Clinic



Lee Bennett
Mental health professional

The Medical Interview

We know that mental health problems affect millions of us, in our families, communities and workplaces. We all have mental health that will fluctuate in response to life events. Everyday stresses can overwhelm us, and we tend to only understand the value of prevention once we have reached crisis point.

Marbral Advisory's Jenny Winspear met with Dr Philippa Venn (**PV**) from Cleveland Clinic and mental health professional Lee Bennett (**LB**), to find out about the correlation between the workplace and stress, mental health and general wellbeing. This interview shows the value of enabling people to help themselves and the essential need to train businesses in developing authentic, effective support strategies that focus on the individual.

Q What does Wellbeing mean to you?



PV "Wellbeing is a sense of self, it's a sense of identity, it's a sense of being able to engage with one's responsibilities, ambitions and desires. One thing we've found is that a lot of people have forgotten about self-compassion – how to be good to themselves and finding a space to do so, wellbeing is about affording yourself that space and not feeling guilty about it."



LB "I've always kind of struggled with the term wellbeing, even though I've been called a wellbeing practitioner, because it's one of these terms that minimises what is actually going on for individuals. We sometimes miss the point and think it means we need to read a book, or go on an app, or be told what to do – we're missing the point on what makes us tick. So, wellbeing for me is a good thing to have as a term but can also be a bad thing if it's misinterpreted and we overshoot what is actually going on with individuals."

Q Have you seen patients whose mental health has been directly affected by COVID-19 and the restrictions such as working from home, and lack of connection?



PV "When we started to come out of lockdown, I can honestly say that pretty much every consultation had an element of how the pandemic had affected people both positively and negatively. We've all been on a cycle this year, going from a euphoric team atmosphere wanting to fix the problem, to a period of reflection, then a summer of relative freedom to a Christmas where we were all scared. And then we converted to the understanding that this is a marathon and not a sprint and people have just been really sad and overwhelmed because people didn't think it would go on for so long."

The current hurdle is people going back into the office, some people have been quite scared, others are keen to get back and others have got on so well working from home. The challenge for employers to maintain productivity and not build resentment is to be flexible and offer hybrid solutions. Now we all have the infrastructure to work from home, it's going to be difficult for employers to argue against it."

Continued...



LB "It's horses for courses – it's worked for some people and not for others. Some people have had a complete change in mindset and changed jobs because they started to re-prioritise what was important. Some people have become more connected to nature – the simple premise of being outside and the idea of going for a walk. I've found I've been working a lot with managing change – encouraging people to not get caught up in the storm of what's happening and be a bit more present with themselves."

Q How long do you find people suffer before they come to their GP with mental health concerns?



LB "The majority of people we see have been suffering for a long time and it's the straw that's broken the camel's back. Some people may have been involved in mental health services before and it's been of use to them and they've recognised it prior to it becoming too much."



PV "Unfortunately, there's quite a lot of broken people out there and a lot of people carrying a lot of difficulties, which might be environmental, might be historic, might be due to a poor relationship or job, and they are just about holding it together and then there'll be something that pushes them to a point where they just can't function anymore. Others will come in with a physical issue and then the mental health concerns will come out as an aside. The good news is that youngsters are talking more about it and presenting earlier with their mental health, there's an acceptability in their generation to talk about things that are bothering them."

Q How much of what you see is related to the impact of work, and what are some of the key themes that you hear about?



LB "Quite a lot actually, and the same employers come up continuously. A lot of it is about a lack of communication, a lack of understanding of what wellbeing really is and that it's not just sticking a mental health first aider into your business and then expecting everything to be wonderful and rosy. A lot of the time the trust is not there with their employer, and they don't feel like they can talk to them. It still surprises me that this still goes on. In order for a business to be successful it needs to be made up of individuals and business leaders are not grasping that. These things could easily be managed if employers found a way of letting go a little bit and working with the right people in the right way to ensure wellbeing is not a tick box exercise."



PV "One problem that's really specific to Jersey is that there's a massive skills gap and therefore lots of people get over promoted and others get overstretched when people aren't replaced. This results in people sitting in roles they're not capable of doing and that has a massive impact on the team below them. They work in a culture of fear where they micro-manage their teams. We don't really have a bottom-up empowerment way of working which is what young people are saying they want as the culture within their organisations. I think it's really important that people understand that some of those people in the middle need more support, they're the ones really dictating how the work environment feels. The concept of feeling valued is very important and I think a lot of people in the workplace don't feel valued – either because businesses put constraints on part-time work/flexible work, or not giving people things like appraisals when they are due. If you get that sense of value as an employee you work harder, you go that extra mile, you're more productive."



LB "Think about the phrase 'time off' – when we say that we're meaning time off from work. It just goes to show how much we let work define us."

Continued...

Q What preventative measures could you suggest for employers and also individuals to put in place?



PV "I think it has to be a two-way thing. So, as an employee I have to recognise that my organisation needs certain things from me. And then, as an employer I need to recognise that I am working with individuals that have different needs. Employers need to work out if the boundaries they have in place in their businesses are actually required or just there because of legacy, for example."



LB "The one narrative that we speak about with line managers all the time is 'listening'. It's more than communication, it's taking the time to listen properly. Understanding what people's needs are and what they are saying should be a line managers number one priority. The individual has responsibility here as well – they need to listen to the workplace and also to themselves. If we can create that listening impetus, then everyone will be aware of what's going on, our creativity will grow, and we will become more productive."

Q If we don't invest in wellbeing either as an island or corporately, what do you think the outcome will be?



PV "We're working in an evolving culture in terms of mental health and the younger generations are very switched on to it. So, wellbeing is going to have to have a space within organisations moving forward and it's certainly going to need to be incorporated into company culture."



LB "There's a real mismatch between the younger generation and the leadership style of older generations. If organisations don't put something in place to manage mental health and manage humans, then we'll just end up failing. It's not even a business responsibility or a cultural responsibility, it's a human responsibility. It's absolutely imperative that we consider what wellbeing sounds and looks like for businesses and organisations so it's not seen as a throw away word, intention, or value where we tick the box and then next year, we move onto something else – we just can't do that. If we don't do something, we will have real issues with presenteeism and the cost to businesses and humankind will be vast."

Summary

The term 'wellbeing' can be interpreted in many ways and is often misunderstood. The responsibility for good mental health lies with individuals, organisations and ultimately humankind. The risk of not addressing it, particularly in the workplace, is going to have a profound effect on businesses and individuals in the future. The essential ingredient for employers is to identify that they are employing humans, who are all individuals with different needs, motivations and capabilities. This understanding, coupled with actively listening more, could be the key to making people feel valued which in turn leads to the unlocking of productivity and potential. The younger generations are thinking differently, and they no longer respond to the 'command and control' leadership hierarchy, which means change has to happen now to ensure healthy businesses and healthy people in the future.



Hugo Forrester
Operations Manager
Mind Jersey

The Mental Health Interview

Employee's wellbeing and their mental health is not a tick-box exercise. This should be a given for all businesses. Yet the reality of developing and maintaining mental health wellbeing strategies requires time, money and a dedication to providing people with meaningful resources and solutions.

Conflicts of interest in this process can arise even when well-meaning employers assign wellbeing responsibilities to (often) under-resourced and untrained HR functions. Employees may feel that a conversation about mental health might end up on their permanent HR record, so the conversation

never happens. An opportunity to help is missed and everyone - from the organisation to the client and, most importantly, to the individual - is affected.

Hugo Forrester of Mind Jersey met with Dr Glenda Rivoallan to explain how organisations can best manage mental health as part of a wider wellbeing strategy.

Q What does wellbeing mean to you?

"It's about being aware of the different factors that keep me well and also about how I keep these factors topped up. Personal insight, values and awareness are key aspects too. It's not one single thing - essentially for me wellbeing is ensuring that I feel authentic and true to my values."

Q As an organisation, are you hearing about challenges that businesses are facing with regards to looking after employee wellbeing, especially as a result of the pandemic?

"Yes. Before March 2020, our client sessions revolved around general mental health training. Upon and throughout the lockdowns, there were two key terms that kept coming up: Disruption and Uncertainty.

The way people connect, communicate and effectively manage home and work boundaries were clearly disrupted. With uncertainty we all had to be reactive to complex and evolving guidance, rules and advice, which created varying degrees of anxiety. The same was happening in the workplace as businesses and employees sought to navigate a swiftly changing environment."

Q When an organisation is considering investing in wellbeing, what do you see as the main benefit of that investment?

"It really comes back to valuing people. How many employers are asking their people, 'What makes you happy?' Balancing the varying needs of a role and the changing needs of the person, so that they truly feel heard, recognised and valued, is vital."

Q How can businesses successfully embed mental health strategies into their wellbeing strategy?

"It needs to be an explicit, structured approach. Poor mental health is non-discriminatory. The workplace needs to be a supportive environment with people being able to safely express themselves. Mental health first-aiders, counselling and signposting are all examples of raising awareness in a positive manner. Businesses will need suitably qualified professionals on hand who can match appropriate mental health solutions to the needs of the person."

Q What do you think are the 3 biggest wellbeing challenges organisations will face in the next 12 months?

- 1 "The balancing of returning to the office and working from home.
- 2 People now feel empowered to talk about their mental health and businesses who have not invested in wellbeing will be on the back foot.
- 3 Organisations need to actively consider and budget appropriate finances to meet the wellbeing needs and expectations of their people."

Continued...

Q How can Mind Jersey support local organisations with the mental health agenda and the forthcoming challenges?

"Mind Jersey trains people in mental health first aid and we're here to give people important low-level mental health support skills. We can complement wider wellbeing strategies, and we also strive to raise the bar of awareness of mental health, while reducing the stigma associated with it."

Summary

Organisations do not have 'staff' - they have employees, they have teams, they have colleagues, they have people. And as each person has individual work responsibilities, they also have individual needs.

As a society, we are accepting of times when each of us is physically ill. We are accepting, in part, because we expect that any downturn in physical health is temporary. But despite all the conversations and the attention rightfully being placed on it, the same cannot be said - at least not yet - around mental health.

Our mental health changes daily and when it does change for the worse it can indeed take longer to recover. And this aspect is important for everyone to understand - our mental health and inner landscape is in constant change: therefore, why do we continue to perceive that poor mental health is permanent?

It need not be, and through creating supportive, nurturing workplaces we can all do our part to restore, maintain and even improve mental wellbeing.

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Section 4 Appendix

Appendix 1: Background to the Survey and Process

Design

The final survey consisted of a question set of 95 questions based on the 3 areas (Self, Team and Organisation) and the segments of our wellbeing wheel.

'Self' included: Lifestyle, Stress, Resilience and Happiness.

'Team' included: Relationships, Communication and Trust.

'Organisation' included: Leadership, Culture and Environment.

In addition to using our own question set based on research into wellbeing, we also incorporated externally validated measures which are known to have high reliability and internal validity. This enabled us to make meaningful comparisons where possible between the wellbeing of our sample in relation to other reported samples worldwide. We used:

- **The Perceived Stress Scale⁷¹**
- **The Connor Davidson Resilience Scale⁷²**
- **The Subjective Happiness Scale⁷³**
- **An adapted version of The Workplace Integrated Health and Safety (WISH) Assessment⁷⁴**

Finally, we also included a number of questions related to post-COVID-19 life, working from home, and using technology. This was so we could try to understand a bit more about the appetite for the working environment so that we can start thinking about the implications for the future.

Context

The Channel Islands Wellbeing Report 2021 was live from Monday 15 February 2021 and closed on Monday 15 March 2021.

At the time, Jersey was starting to launch its 'reconnection strategy' ⁱ from the winter circuit break. From the beginning of December 2020, Jersey residents had been complying with the requirement to stay at home - working from home was required, no indoor mixing, only essential retail was open, and hospitality and gyms were closed. For the duration that the survey link was live, these restrictions were lifted in gradual stages, with the close date of 15 March marking the date that indoor mixing (up to ten people) was allowed again and gyms re-opened. During the time the survey was live, Jersey had no more than ten active cases in total.

Guernsey had also been under full lockdown restrictionsⁱⁱ from the end of January 2021 where the community was asked to stay at home except for essential reasons. This was still in place when the survey was launched. From 22 February 2021, socialising in 'bubbles' was allowed, but there were still restrictions on hospitality, recreational activities, working in the office and non-essential shops. From 8 March 2021 most freedoms had returned with small gatherings allowed both indoors and out, public facing businesses and hospitality allowed to open and no restrictions on recreational activities.

Whilst the implications of coronavirus will not be the only cause of detriment to wellbeing, it is important to keep in mind whilst reading this report. This is because of the impact that restriction of freedoms, exercise and socialising has on wellbeing overall.

ⁱ <https://www.gov.je/health/coronavirus/safeexitframework/pages/reconnectionroadmap.aspx>

ⁱⁱ <https://covid19.gov.gg/guidance/bailiwickblueprint>

Process

The survey link was live between 15 February 2020 and 15 March 2020. A number of organisations in both Jersey and Guernsey within Professional Services were invited to take part with all participant data anonymous. The survey was also available to all in the sector through social media channels and promoted through local news outlets. Each participant took an average of 14 minutes to complete the survey. Responses were downloaded from our survey platform and 'cleaned' using excel.

Answers were coded, scales were checked for reliability and validity, then a number of statistical techniques were used to explore the relationships among the different scale scores.

If you would like to understand more about the statistical analysis process, or have any questions, then please get in touch with the report writers:



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