

VOLUME 1 / 2022

The Wellbeing At Work Report



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Executive Summary

More than ever before, people are openly discussing their mental health and wellbeing, and are speaking up about social issues. We also see a growing trend of people and organizations seeking out purpose and ways to contribute to something bigger than themselves.

Humanity, a full-service advertising agency, and Sidekick, a strategy consulting agency, recognize these trends as the signs of our society transitioning into the new Human Age. In this new era, our human pursuit for wellbeing is challenging our worldviews, what's important to us, the role that work plays in our lives, and adding diversification to our workforce.



The new **Human Age** is the latest geological era taking place just after the previous one. It's marked by a lack of biomass and calls for an approach that requires dedication to the wellbeing of our planet and ourselves.



Although organizations are increasingly looking for ways to make a positive impact on society, we often see a gap between what is communicated and portrayed externally and the internal culture and operations within the organization. Humanity and Sidekick have committed to bridging this gap by supporting business leaders in building human-centric brands and purpose-driven organizations that will thrive in this Human Age.

Success in the Human Age: Building an Impactful Employee Brand

The Wellbeing at Work Report was built using Humanity's proprietary **Wellbeing Framework™**, which was customized to gain a deeper understanding of the changing relationship between work and people. The data in this report was interpreted through a brand strategy & management consulting lens with the intention to provide business leaders with tangible starting points to not only improve their employees' wellbeing but build strong, thriving businesses and brands.

To better understand this, we started with three key questions:

- **01.** How does work contribute to the overall wellbeing of Canadians?
- **02.** How can we build better employee brands?
- **03.** How can better employee brands build thriving businesses?

In the pages that follow we'll explore in detail the answers the study uncovered. Spoiler alert! They're fascinating. Below is a sneak peek at just a few.

Strong Employee Brands Leverage the Power of Diversity

The data in this report breaks down what factors contribute the most to wellbeing at work and how the level and type of wellbeing derived from work significantly differs between age groups, industries, levels of seniority and various self-identified dimensions of diversity.

The results of this study have strengthened our belief that marketing your brand to your employees is equally important as marketing your brand to your audience—after all, how can we expect a brand to be loved if employees don't love it first? And what we've learned from consumer marketing over the years, is that the approach needs to be hyper-targeted and personalized.

How does one do that? These five key takeaways provide a starting point for building a strong employee brand and ultimately a thriving business for the Human Age.

Key Takeaways

01. Develop an organizational culture and structure that fully embraces the power of diversity.
02. As a leader, take a customized approach to enhance the wellbeing of each member of your team.
03. Invest in your employees' Social Wellbeing, if you want your business to thrive.
04. Go beyond throwing a party to make a meaningful contribution to your team's wellbeing.
05. Explore the transformative power of your brand to make a positive impact on the lives of your employees.



About Humanity

Humanity is an independent, full-service advertising agency based in Toronto. Specializing in human-centric strategy and creative, Humanity's vision is to become an ally, partner and champion of transformative change using our experience and expertise to contribute to the greater wellbeing of the global human collective.

To learn more visit www.humanityagency.com

About Sidekick

Sidekick is an entrepreneurial consulting firm based in Toronto. Whether working with scale ups, larger organizations or not-for-profits, Sidekick's team of purpose-driven consultants is focused on developing actionable strategies that connect the 4Ps: purpose, passion, people, and profit to help clients reach their goals and objectives.

To learn more visit www.sidekickconsulting.ca



Land Acknowledgment

This report was authored in Toronto, also known as Tkaronto, which we acknowledge is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit, and we are grateful to work on this land.

We also acknowledge the many people of African descent who are not settlers, but whose ancestors were forcibly displaced as part of the transatlantic slave trade, brought against their will, and made to work on these lands.

SECTION 1

Introduction



As the steppingstone to *The Wellbeing Project*, the *Wellbeing At Work Report* was created to gain a deeper understanding of Canadians' wellbeing at work. In this report, we have measured how fulfilling work is to people and how much it contributes to people's overall pursuit to live a better life.

The Human Pursuit of Wellbeing

The concept of wellbeing as this study considers it relates to the universal human pursuit to live a better, more fulfilled and a more tension-free life. We've been driven as humanity through all time by our pursuit of wellbeing. It's what has driven innovation and moved us from one era to the next. We seek wellbeing in all parts of our life, with some aspects of our life contributing more to our overall sense of wellbeing than others. And some aspects of our life negatively impacting our overall sense of wellbeing.

Measuring Wellbeing at Work

The Wellbeing at Work Report was built using Humanity's proprietary **Wellbeing Framework™**, which was customized to understand the role of work in the overall wellbeing of Canadians. In the Wellbeing Framework™, there are **Four Dimensions of Wellbeing** which are measured individually as **Wellbeing Scores** and then combined into an **Overall Wellbeing Score**. Each dimension represents a different way in which something elevates and supports us in our lives.

The Four Dimensions of Wellbeing and Our Work

01. Functional Wellbeing

The most conscious way we think about a brand's influence in our lives. At work, it's about a job's ability to accommodate the lifestyle we want.

02. Esteem Wellbeing

How a brand makes us feel about ourselves independent of others. At work, it's about a job being part of how we define ourselves.

03. Social Wellbeing

Brands support this by making us feel connected to something beyond ourselves. At work, it's about a job providing a sense of community.

04. Transformative Wellbeing

When a brand allows us to feel meaning beyond the immediate and the material. It's about a job changing how we see the world and interact with it.

A Wellbeing Score

is a measured net score for each of The Four Dimensions of Wellbeing, looking at “**Strongly Agree**” and “**Agree**” responses net of “**Disagree**” and “**Strongly Disagree**” responses. A Wellbeing Score places equal importance on those who agree as it does those who disagree.

An Overall Wellbeing Score

is the measurement of all scores obtained on The Four Dimensions of Wellbeing, represented as a single number.



Report Methodology

The *Wellbeing at Work Report* survey was conducted online between March 2nd and March 7th, 2022 with a sample of 1,520 full-time employed adult Canadians. The sample was stratified to ensure representation by province, age, and gender as based on the most recent population statistics as of March 2022. In addition, a quota was set for 250 Canadians identifying with at least 1 of our 11 dimensions of diversity (see Figure 3.3.1). There were 556 respondents identifying as being diverse in our sample (referred to in our report as “Diverse Canadians”), and this quantitative data was supplemented with a series of online discussions run from April 11th to April 25th, focusing on the lived experience in the workplace amongst Canadians identifying as being diverse.

Throughout this study we use the term “Canadians” to refer to the group of individuals living in this land that is now called Canada and that responded to our survey. We acknowledge that our respondents are a diverse group, some of whom may not identify as being a Canadian.



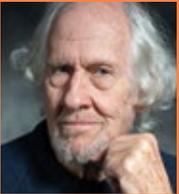
A note on representation

While we’ve strived to represent equity-seeking groups in our data and the analysis of it, there are two major limitations that are highlighted throughout the report. First, our report was not crafted through an Indigenous worldview, and because of this we have not analyzed at depth the data of the Indigenous respondents in our report. The sample of respondents identifying as Indigenous is also limited in size. Second, we faced limitations with the representation of non-cisgender Canadians in our dataset and have not included this data in our analysis as it is not representative. Additional studies specific to these two equity-seeking groups are in the works and will be used to supplement this summary of Canadian wellbeing at work through future releases of the report.



SECTION 2

The Starting Point



In this report, we apply two different disciplines—brand strategy and management consulting—to interpret the results. The three key insights from this report aim to provide business leaders with a tangible starting point to build thriving businesses through the enhancement of the human pursuit of wellbeing.

01.

How work contributes to the overall wellbeing of Canadians

As we write this report, we're emerging from the impacts of the COVID-19 pandemic, and what we see in Canada is progress in our employment market. Strong employment gains, growing employment rates amongst diverse communities (e.g., women, Indigenous communities, racialized individuals, and more) and our unemployment rate declining indicate a positive rebound in our economy.¹



The pandemic has also paved the way for meaningful conversations about our overall wellbeing, given the increased challenges that Canadians faced both at work and at home. Our approach to brand strategy at Humanity is to ensure we equally reflect the wellbeing of employees, brand community, and society under one single-minded purpose.

The results of our *Wellbeing at Work Report* challenges us to think about how we can do better as leaders, employers, brand stewards, and advertisers to elevate work's role in our lives while continuing to build strong **employee brands**, strong companies, and strong communities.

¹The Daily — Labour Force Survey, February 2022 (statcan.gc.ca)



Employee brands

A brand designed to help attract and retain top talent for your organization.

02.

How can we build better employee brands?

In today's world, brands aren't strictly made to cater to consumers. So much time is focused on building brands for our consumer audience that we often forget about our most important brand ambassadors—those who are behind the brand—and the need for us to connect deeply to them as well. For this reason, it's important that we build employee brands, not just **consumer brands**.



Consumer brands

A brand designed to attract and retain valuable buyers of your organization's offering.

Rapid developments in data and technology have helped in personalizing marketing from a consumer lens, but are we taking the same approach for our employees? Strong employee brands use a personalized approach to understanding how their organization can contribute to the overall wellbeing of their employees, and how that differs from individual to individual.

03.

How can better employee brands build thriving businesses?

Thriving employee brands are built, run, and operated by people; people with shared values, a passion for the product or service they are delivering, a financially sustainable model, and a shared drive to make a difference. It is for that reason that people are one of four core pillars in Sidekick's framework for **Entrepreneurial Design™**.



Entrepreneurial Design™

is Sidekick's framework for building thriving businesses, rooted in the connection between the 4Ps: purpose, passion, profit, and people.

For years, brands have focused on reflecting the values of their consumers, but have we ensured that our brands reflect the values of our employees? Strong employee brands do. In today's world, the success of a brand or organization is typically defined by its ability to drive consumer demand, increase efficiency, and grow revenue. Should a brand's ability to contribute to the wellbeing of its employees be weighted equally with traditional success measures? This report suggests that it should.

SECTION 3

The Canadian Working Experience



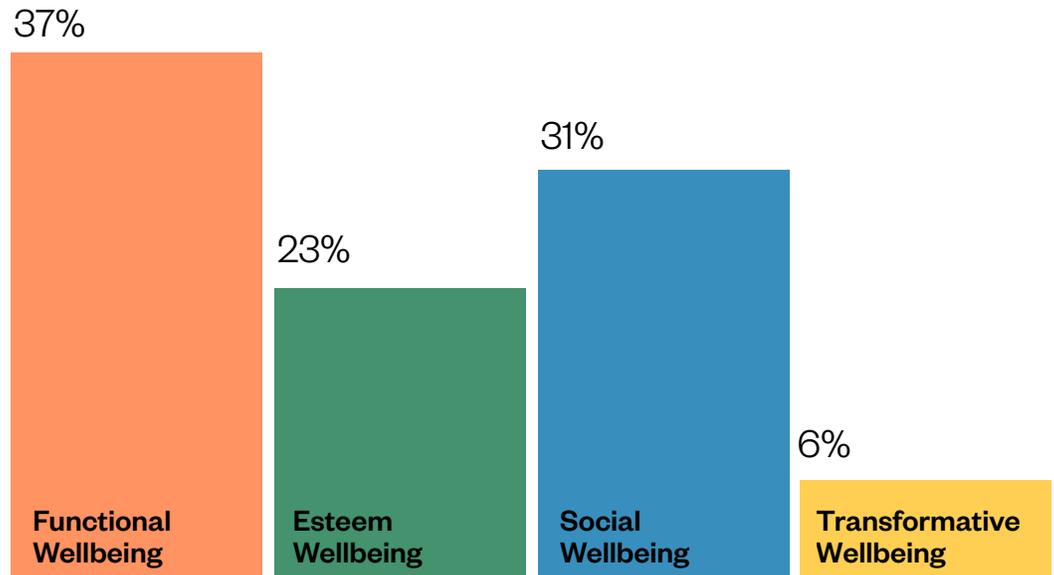
If we want our brands and the organizations that they support to thrive, we need to better understand how people achieve wellbeing from work. The data in this report breaks down what factors contribute the most to wellbeing at work and how it differs from person to person.

3.1

An Overview of the Canadian Working Experience

Across our survey of 1,520 Canadians, we saw work playing a more significant role in their **Functional Wellbeing** (37%) and **Social Wellbeing** (31%) and less of a role in **Esteem Wellbeing** (23%) and **Transformative Wellbeing** (6%).

Figure 3.1.1
Canadians' Overall Wellbeing at Work Score by Dimension



A note on reading the data

Unless otherwise stated, the data discussed in this report is represented as a Wellbeing Score. This is measured as a net score, looking at “Strongly Agree” and “Agree” responses, net of “Disagree” and “Strongly Disagree” responses. A Wellbeing Score places equal importance on those who agree as it does those who disagree with any one of the characteristics used to measure The Four Dimensions of Wellbeing. Do not interpret, unless specifically stated otherwise, the percentages reported as traditional Top 2-Box agreement.

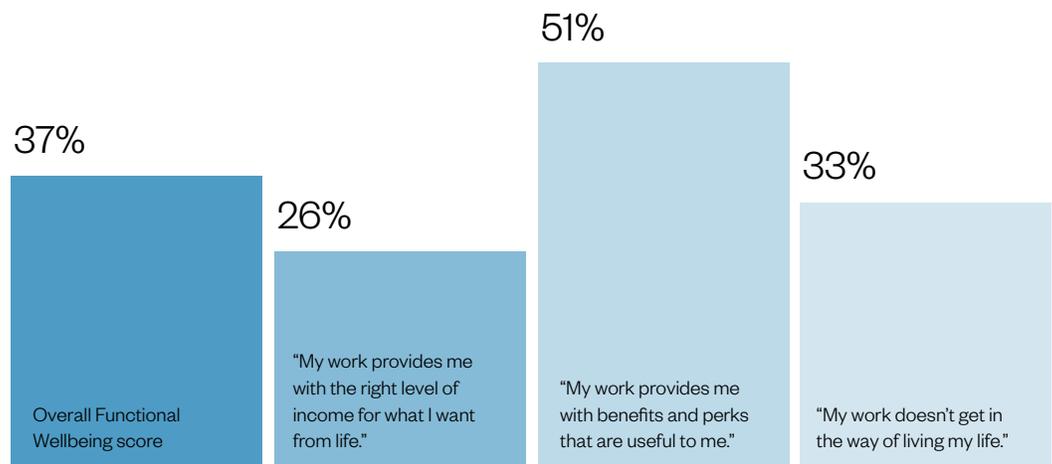


Understanding Functional Wellbeing in Canadians

Functional Wellbeing represents the most conscious and basic way we understand the role of something in our life. For work, it's a paycheck, other benefits, and how they contribute to the lifestyle that we live beyond work itself.

Canadians gain a higher sense of Functional Wellbeing driven by their work providing useful benefits and perks. However, Canadians are also less likely to score high on things like their work providing the necessary level of income as well as work not getting in the way of living life.

Figure 3.1.2
Canadians' Functional Wellbeing Scores

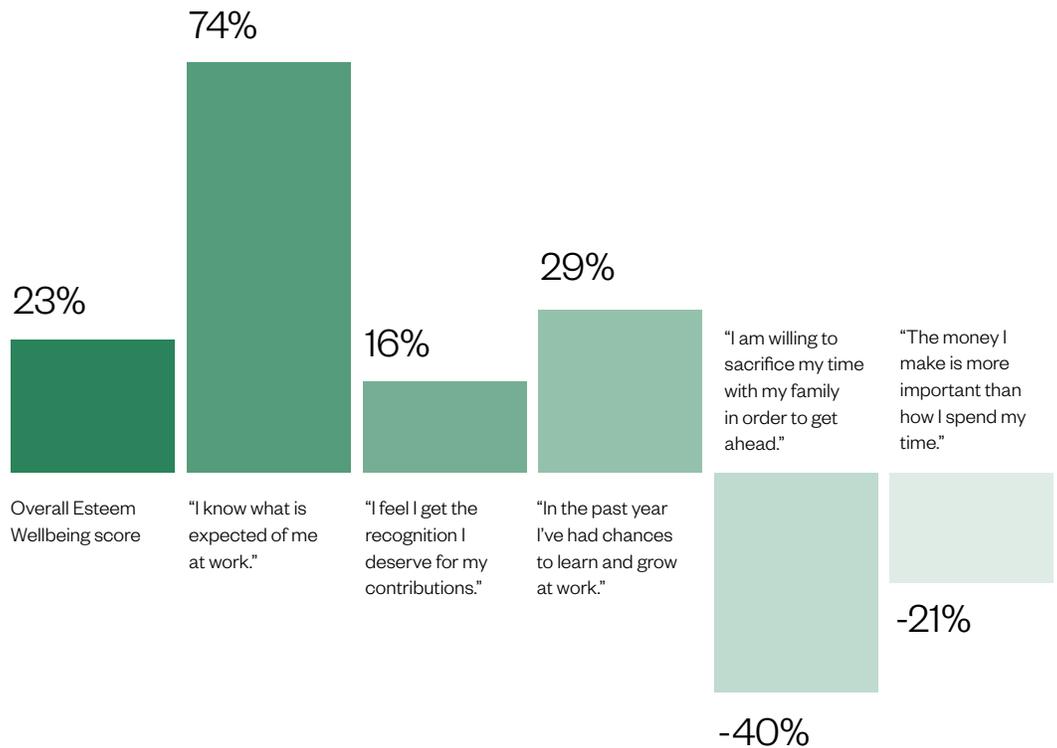


Understanding Esteem Wellbeing in Canadians

Esteem Wellbeing is how we feel about ourselves agnostic of others. At work, it comes from finding a sense of self-identity in our work, and the degree to which it influences how we see ourselves.

While Canadians score high in knowing what is expected of them at work, they score much lower in getting the recognition they deserve for their contributions and having the chance to learn and grow at work. We are also seeing a clear picture of the role work plays in their overall priorities, with Canadians scoring lowest on willing to sacrifice time with their families to get ahead at work and if the money they make is more important than how they choose to spend their time.

Figure 3.1.3
Canadians' Esteem Wellbeing Scores



A note on negative wellbeing scores

A negative Wellbeing Score means that more respondents "disagreed" with that statement than "agreed" with it. For example, a negative Wellbeing Score of -40% means that 40% more of Canadians "disagreed" with that statement than "agreed" with it.

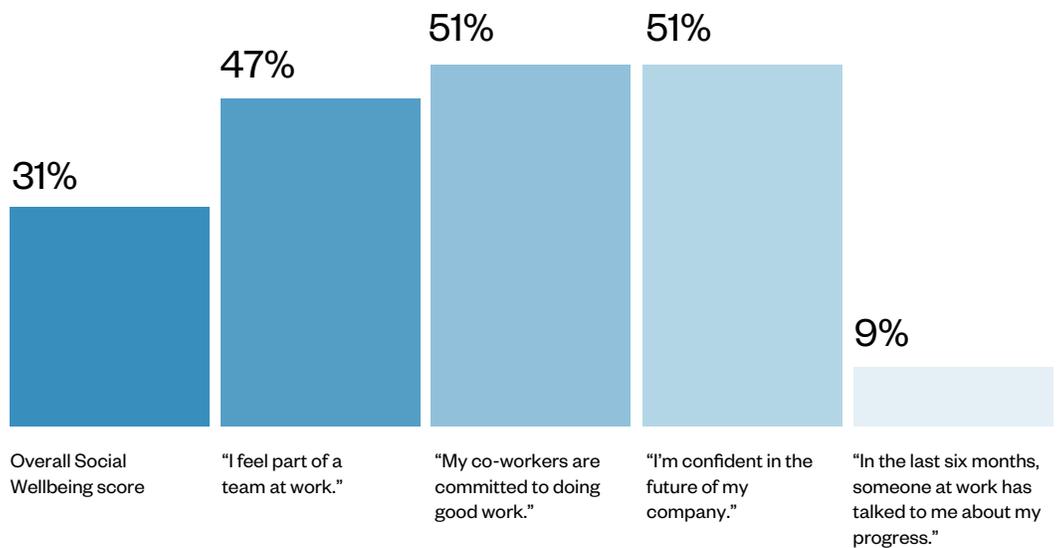


Understanding Social Wellbeing in Canadians

Social Wellbeing comes from being connected to something beyond ourselves, and at work is measured by our connection to our peers and to the organization that we work for.

Canadians gain a higher sense of Social Wellbeing from work by feeling connected to their peers and teams and having confidence in their company's future. However, we see the lowest score in Canadians speaking to someone at work about their individual work progress and personal growth within the past six months.

Figure 3.1.4
Canadians' Social Wellbeing Scores



37%

of Canadians
have had their
worldviews
changed as
a result of
their job.



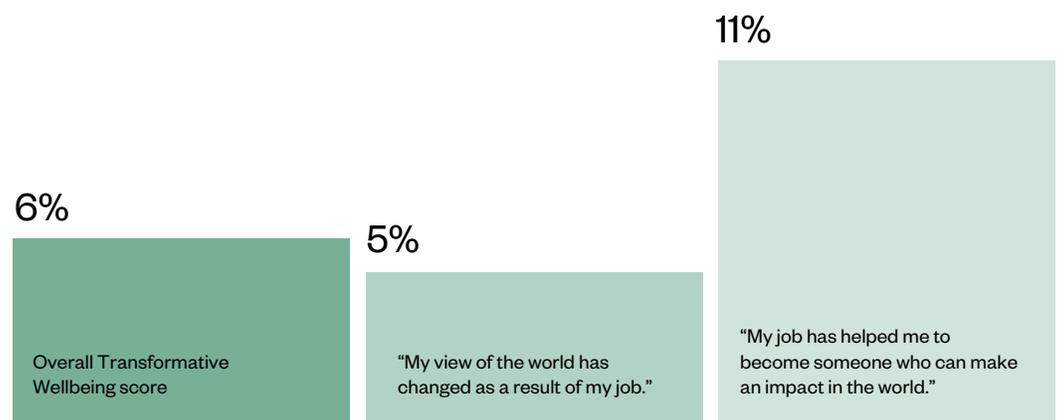
Understanding Transformative Wellbeing in Canadians

Transformative Wellbeing is the ability of our work to change who we are as individuals. It's measured by the lifechanging experiences we have through our work, and how that may influence how we view the world around us.

Overall, Canadians score lowest in Transformative Wellbeing because their world view hasn't been changed by their job. They don't feel their career makes an impact on the world, and their values and thought processes haven't been changed.

Figure 3.1.5

Canadians' Transformative Wellbeing Scores



3.2

The Nature of Our Work & The Canadian Working Experience

For this report, we looked across three different components to understand the nature of our work and the impact it has on the Canadian working experience: industry, level of employment, and the life stage in which the employee is working.

Across the report's respondents, we looked at 29 different industries. Those employed full-time in marketing and product management had the highest Overall Wellbeing Score of 48%, while those employed full-time in transportation and logistics (along with skilled trades, maintenance and repair) ranked with the lowest Overall Wellbeing Score of 9%. Nearly 4 out of 10 industries we looked at had an Overall Wellbeing Score falling in the 21%-30% range, with an average of 24%.

Figure 3.2.1
Distribution of Industries by Overall Wellbeing Scores

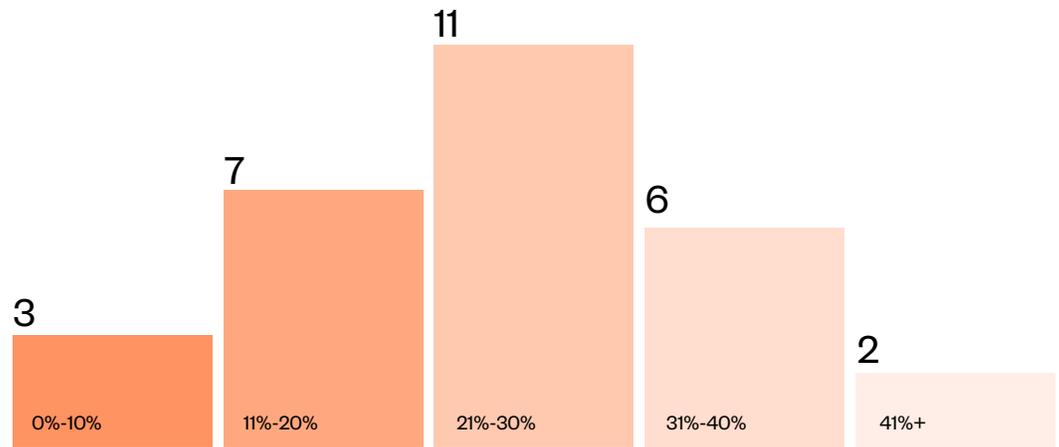


Figure 3.2.2
Industries with the Highest Overall Wellbeing Scores (Top Five Industries)

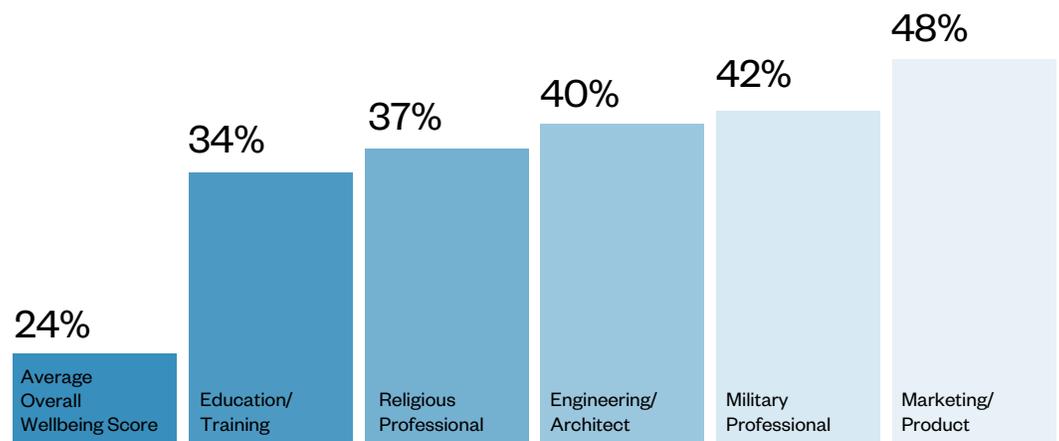
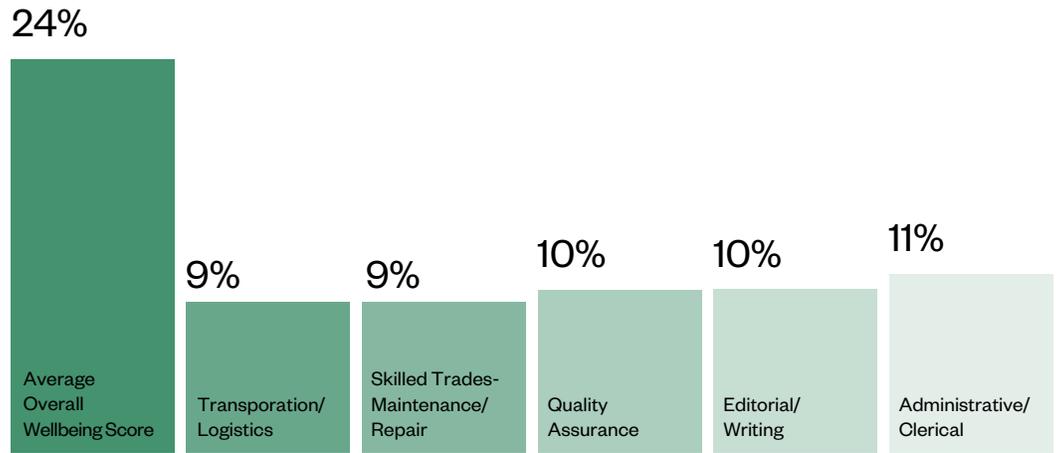


Figure 3.2.3
Industries with the Lowest Overall Wellbeing Scores (Bottom Five Industries)



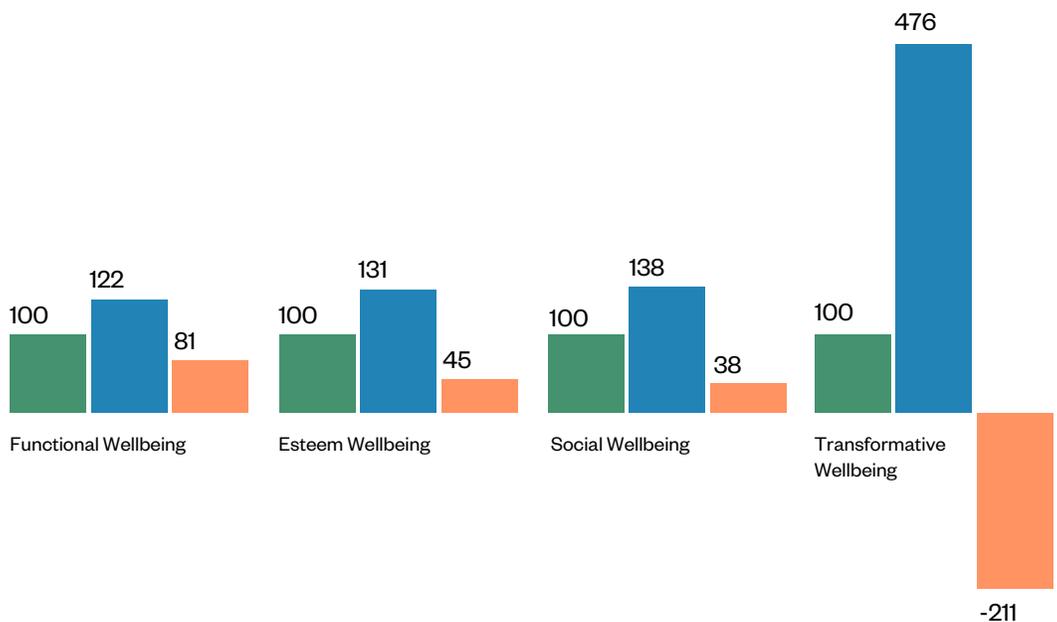
To understand the drivers behind the top and lowest performing industries in our report, we look to their relative performance across The Four Dimensions of Wellbeing. We've done this by comparing the top five industries to the bottom five industries by how they index to the average Wellbeing Score across all industries.

While we see an over-index across all dimensions of wellbeing for the top five industries, we see the most pronounced difference with Transformative Wellbeing where the top industries deliver a Wellbeing Score that is 5 times the average, and that is 7 times greater than the bottom five industries.

When looking at the bottom five industries as ranked by their Overall Wellbeing Score, we see consistent under-indexing across all dimensions, with this under-index becoming greater as we move from Functional Wellbeing to Transformative Wellbeing. For those working in these industries, work is primarily functional.

Figure 3.2.4
Top Five Industries vs. Bottom Five Industries (by Index)

- Average
- Top 5 Industries
- Bottom 5 Industries



67%

of Canadians working in Top 5 industries are proud to be associated with their company



Figure 3.2.5

Average Transformative Wellbeing Score by Top Five Industries

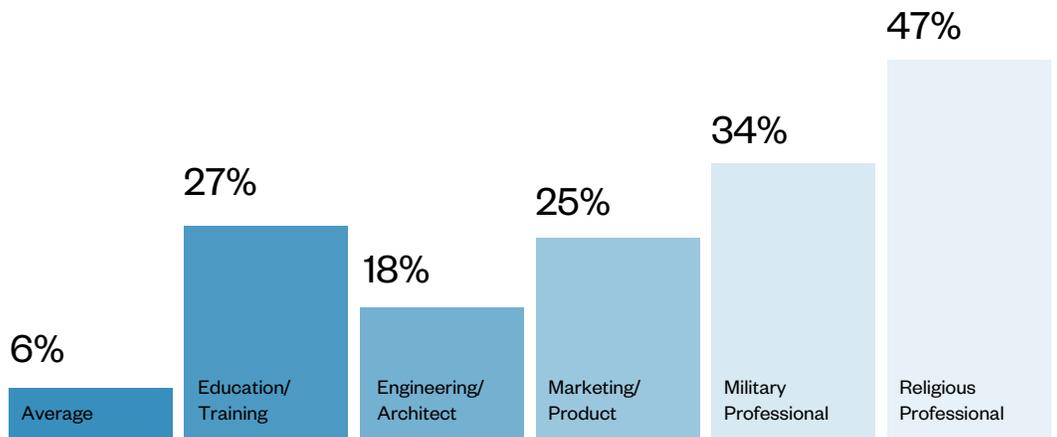
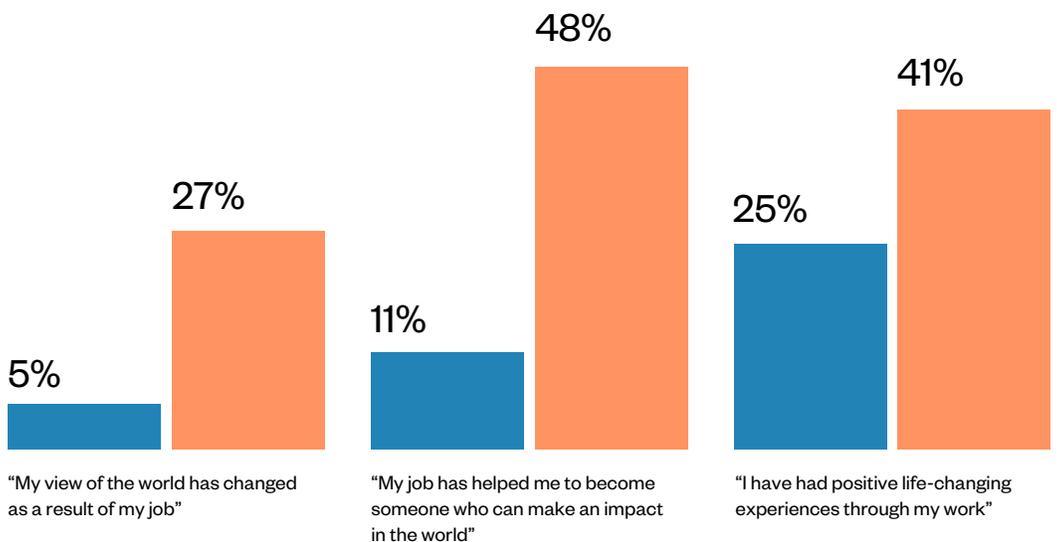


Figure 3.2.6

Key Measures of Transformative Wellbeing for Top Five Industries

■ Average
■ Top 5 Industries



Level of Employment and Wellbeing at Work

When looking at the various levels of employment, from intern to C-suite executive, and their coinciding Wellbeing Scores, we see a general trend of an increasing sense of wellbeing from work as one progresses in their career (Figure 3.2.7). This upward trend is driven by increases across all Four Dimensions of Wellbeing, but one noteworthy exception are interns, who have higher scores than those working at entry level positions across all forms of wellbeing (Figure 3.2.8). Of note is their high score for Transformative Wellbeing (Figure 3.2.9).

Figure 3.2.7
Overall Wellbeing Scores by Level of Employment

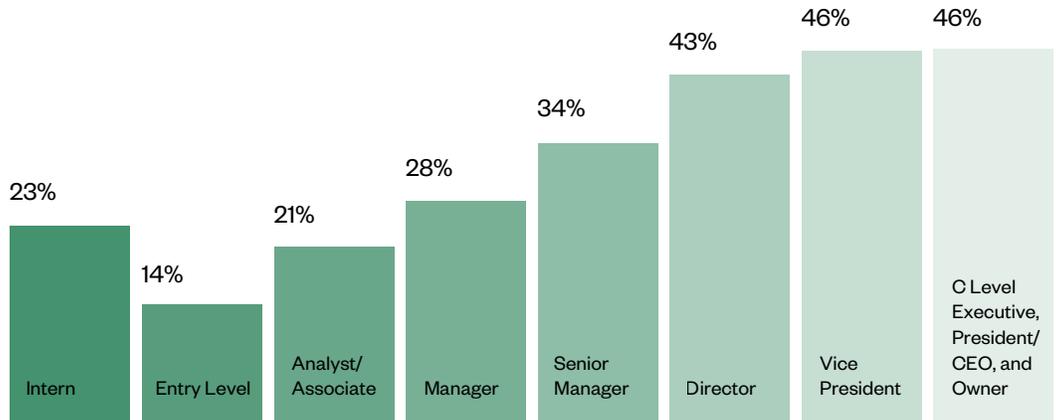


Figure 3.2.8
The Four Dimensions of Wellbeing by Level of Employment

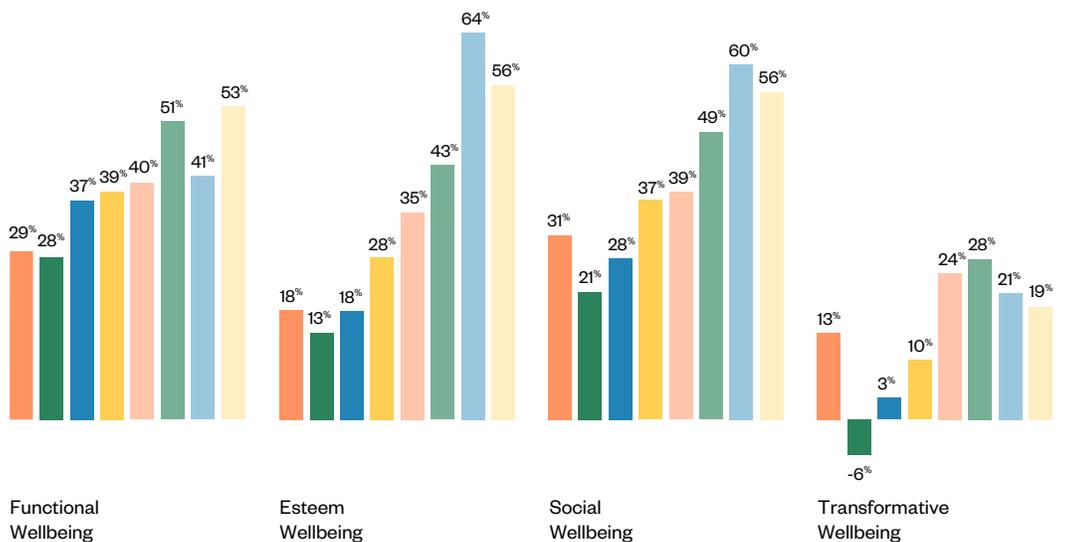


Figure 3.2.9

Overall Transformative Score by Level of Employment

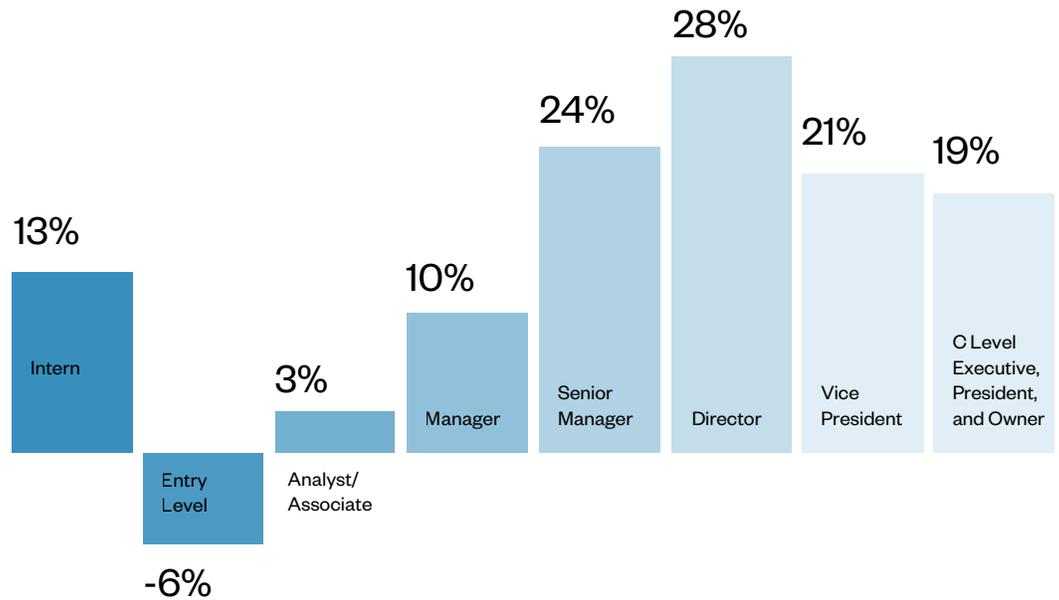
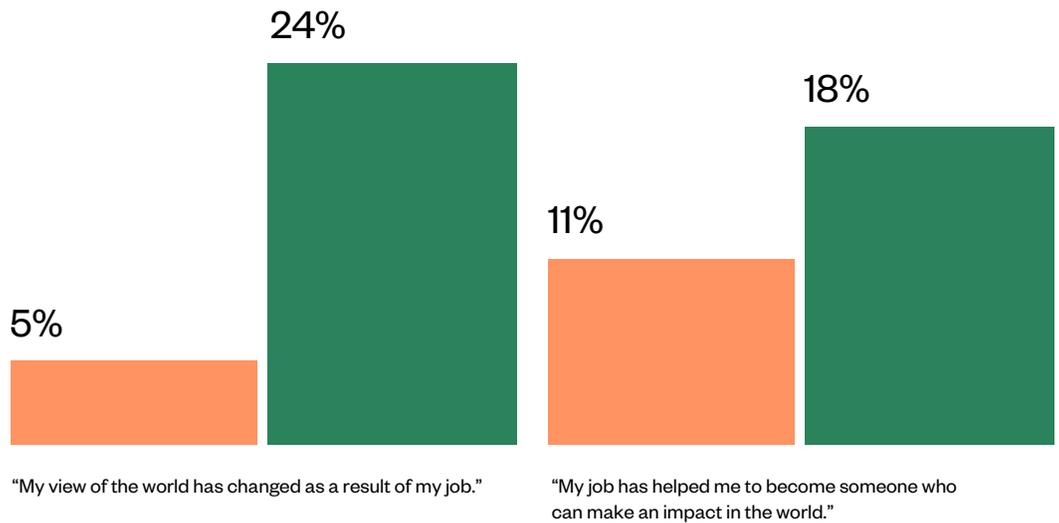


Figure 3.2.10

Key Measures of Transformative Wellbeing – Intern Level Employees Against Average

- Average
- Intern



Life Stage and Wellbeing at Work

Our report found a relatively consistent role in the Overall Wellbeing Scores of Canadians across different life stages, with the exception being the 50–64-year-old cohort; those aged 50–64 are the sandwich generation, with many facing familial pressures caring for both their adult-children and parents. There are several reflected indicators that this dual pressure may be driving down their Overall Wellbeing Scores. People from 50–64 are least likely to sacrifice family time to get ahead and least likely to prioritize money over “how they spend their time.” At this stage, they are also less likely to prioritize achieving high career status as their Overall Wellbeing Score is below the average.

Figure 3.2.11
Overall Wellbeing Score Across Working Canadians by Age

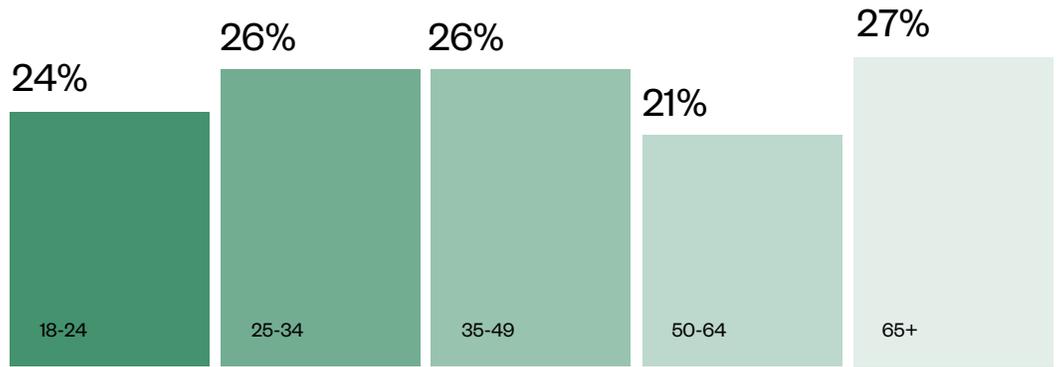
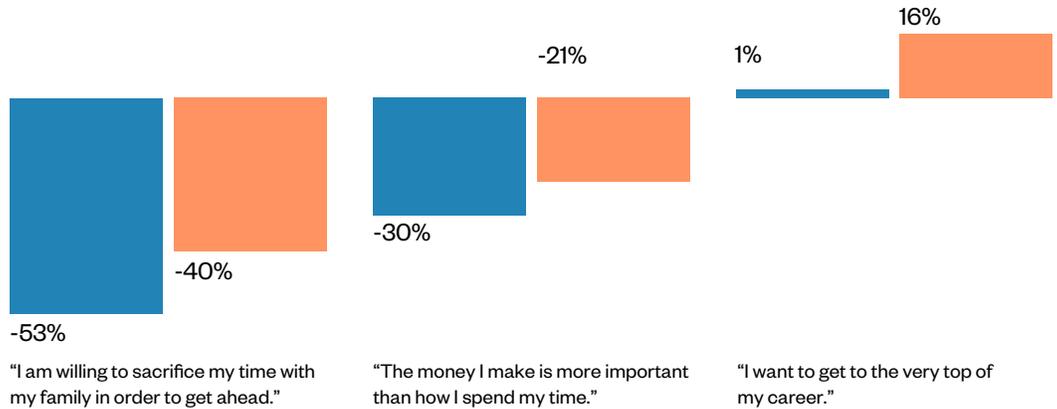


Figure 3.2.12
Key Drivers of Wellbeing for the Sandwich Generation

■ 50-64
 ■ Average



For other age groups, the overall wellbeing from work stays relatively consistent over time but there are key differences across The Four Dimensions of Wellbeing. As noted in Figure 3.2.13, Functional Wellbeing seems to increase as we age but there's a meaningful jump between 18–34-year-old Canadians and 35+ Canadians in work providing the right level of income. In addition, Figure 3.2.14 shows that Canadians aged 65+ score the highest in their work providing benefits and perks that are useful, while we see a meaningful drop in work-life balance scores amongst 25–34-year-old Canadians.

Figure 3.2.13
The Four Dimensions of Wellbeing by Age

■ Functional
 ■ Esteem
 ■ Social
 ■ Transformative

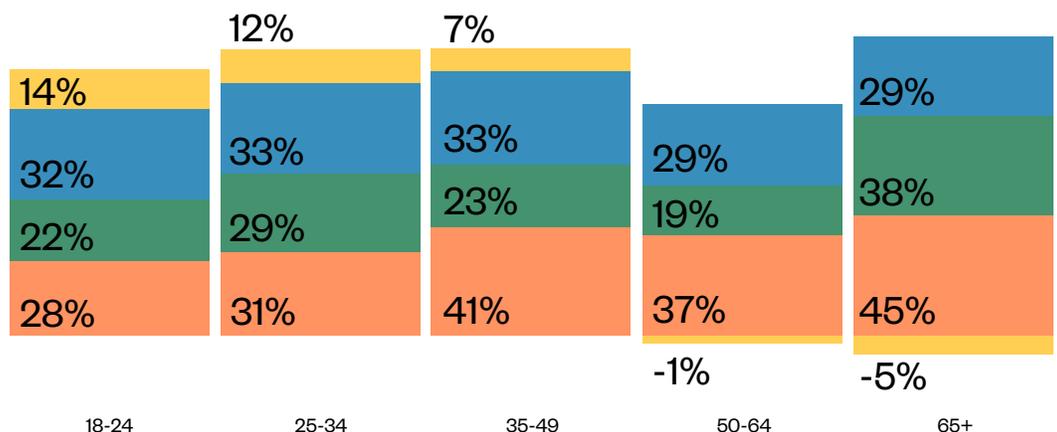
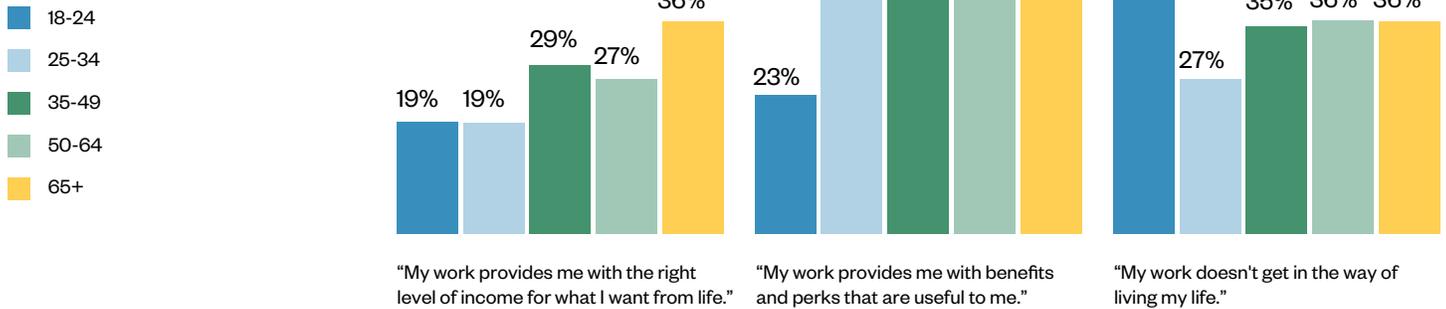


Figure 3.2.14

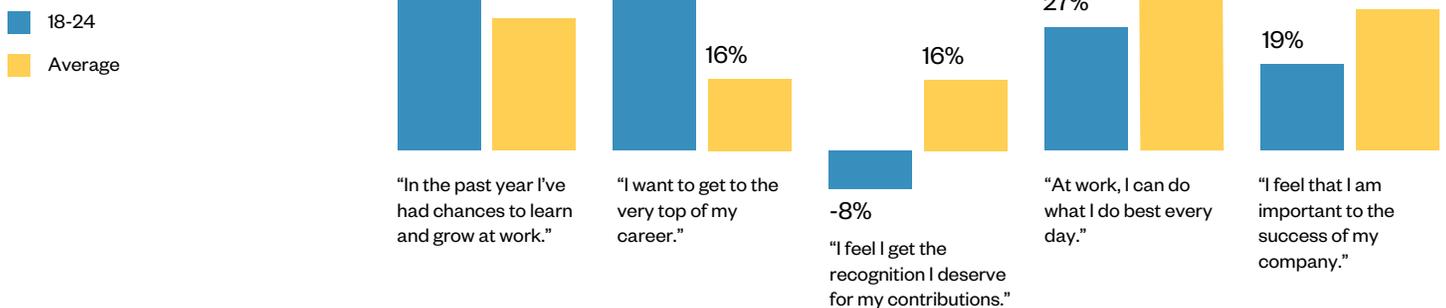
Functional Wellbeing Score Across Age Groups



We also see meaningful differences in Esteem Wellbeing across different life stages. While our youngest workforce (18–24) maintains the highest scores in having opportunities to learn and grow at work and want to get to the top of their career, they score lowest on feeling recognized for their efforts. Compared to the rest of Canadians, they also score lowest on feeling like they can do their best at work, a key driver in their lower Esteem Wellbeing scores for this age group.

Figure 3.2.15

Esteem Wellbeing Amongst our Youngest Workforce



Social Wellbeing at work seems to remain consistent as we age, but our data shows important nuances in the types of Social Wellbeing being gained by Canadians across different life stages. Canadians aged 18–24 and 25–34 prefer working in teams over working alone compared to the rest of Canadians (35–65+). They are also less likely to agree that their personal values align with the organization's compared to the rest of Canadians.

54%

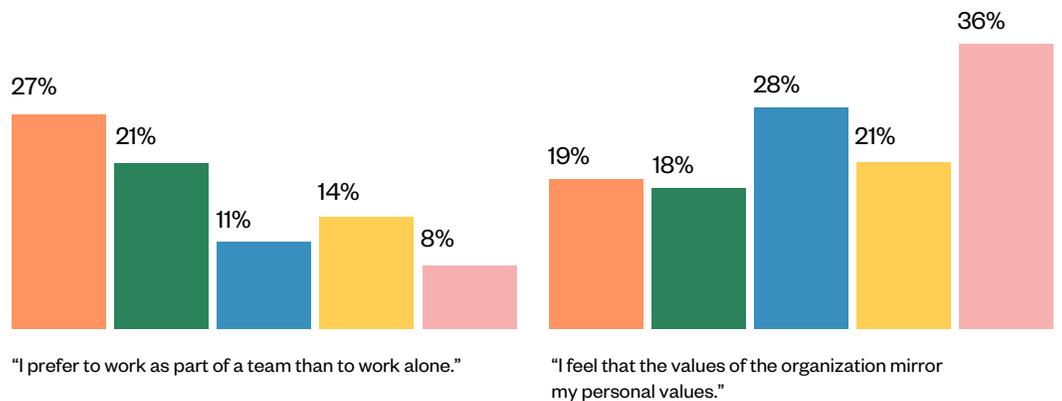
of Canadians aged 18-24 feel they belong at their company



Figure 3.2.16

Social Wellbeing Across Age Groups

- 18-24
- 25-34
- 35-49
- 50-64
- 65+

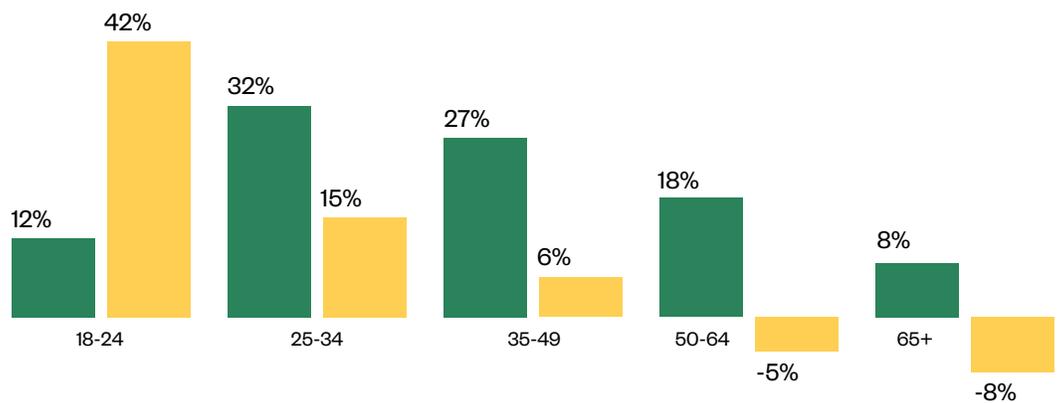


Lastly, our data shows a meaningful drop in Transformative Wellbeing as we age. We see Canadians aged 50–65 and 65+ scoring lower on having positive experiences at work and lowest in work changing their worldviews.

Figure 3.2.17

Transformative Wellbeing Across Canadians

- "I have had POSITIVE life-changing experiences through my work."
- "My view of the world has changed as a result of my job."



3.3

Diversity & The Canadian Working Experience

One area the report was designed to allow for a deeper analysis was the inclusivity of the working experience for Canadians. Upon conducting this report, we looked across eleven dimensions of diversity including gender, sexual identity, racial identity, and eight other dimensions. The quantitative data was supplemented with a series of online discussions focusing on the lived experience in the workplace amongst diverse Canadians.

We found that Canadians who identify as diverse have more of their pursuit of wellbeing being met through their work. In short, this means they should be highly attractive employees – on average they're more ambitious, collaborative, and more likely to see their work as transformational in nature. Despite this, there's a large gap in compensation and work-life balance.

Figure 3.3.1
Dimensions of Diversity

- Assigned Sex
- Cultural Identity
- Ethnicity
- Familial Status
- Gender Identity
- Neurodiversity
- Physical Ability
- Race
- Relationship Status
- Religious Belief
- Sexual Orientation



A note on Indigenous worldview

This report was not designed through an Indigenous worldview. Instead, it reflects the Eurocentric and Western worldview that our workplaces are built upon. This does not allow our report to accurately reflect the relationship between the Indigenous people of the land now called Canada and work. Because of this, we have not analyzed the respondents identifying as being Indigenous as a standalone group.



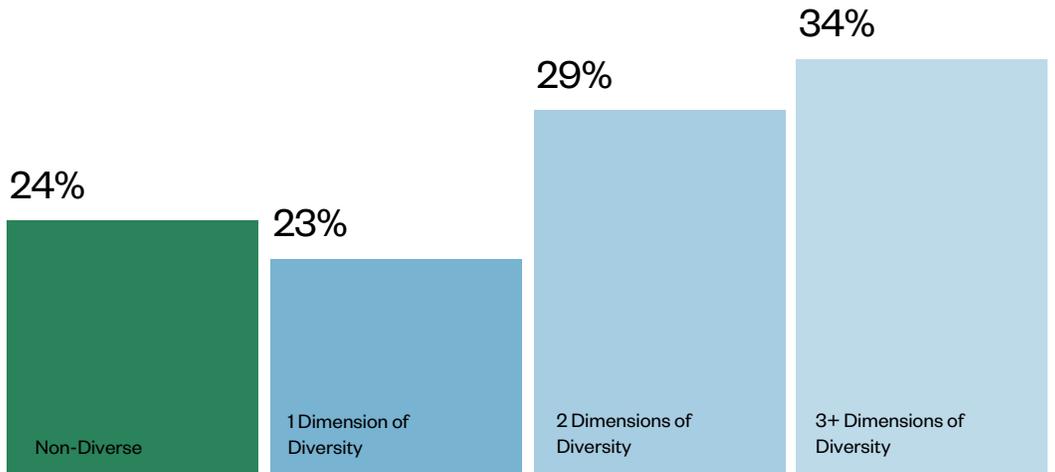
Canadians who self-identify with one or more dimensions of diversity have their sense of wellbeing elevated by their work to a greater extent than non-diverse Canadians. This is particularly true for Transformative Wellbeing.

Identifying with a dimension of diversity often means living a life without specific privileges. To this point, through our report we've seen that the less privilege one has, the more work will contribute to their overall wellbeing.

Figure 3.3.2
The Four Dimensions of Wellbeing at Work for Diverse Canadians



Figure 3.3.3
Intersectionality and Overall Wellbeing at Work Scores



Further, we see that greater **intersectionality** of one's identity directly correlates with there being a stronger sense of wellbeing from one's work. Those identifying with 3 or more dimensions of diversity scored 34% versus 24% for Canadians not identifying with any dimension of diversity.



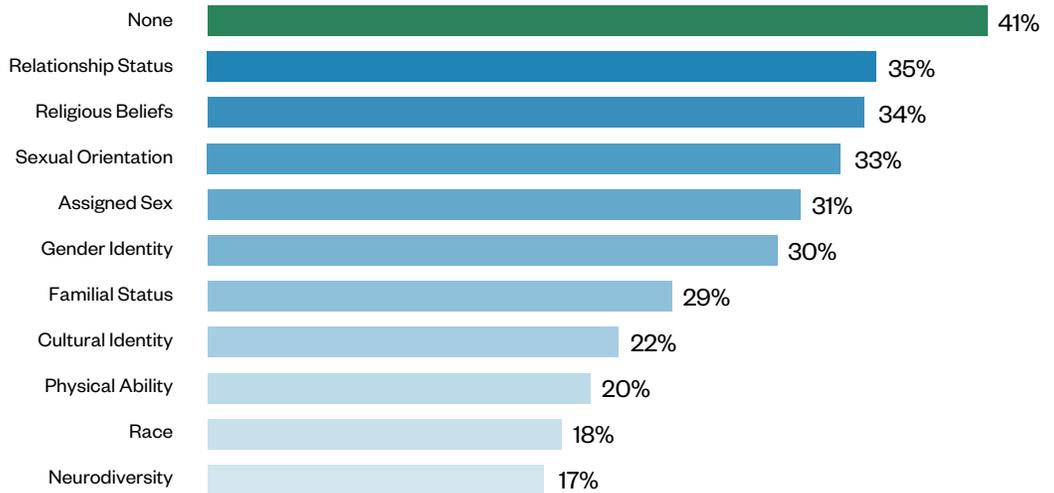
Intersectionality

is an analytical framework to understand how different aspects of a person's identity overlap and the modes of privilege or discrimination it may bring.

For Canadians identifying with at least 1 of our 11 dimensions of diversity, they are more likely to find that their work gets in the way of living their life (Figure 3.3.4). As Canadians facing systemic barriers, they work harder to achieve the same status as their non-barriered, more privileged peers. This takes more time, commitment, and energy — all of which are likely contributing factors to diverse Canadians being less likely to report that work doesn't get in the way of living their life and driving their overall lower Functional Wellbeing score.

Figure 3.3.4
Work-Life Balance by Dimensions of Diversity

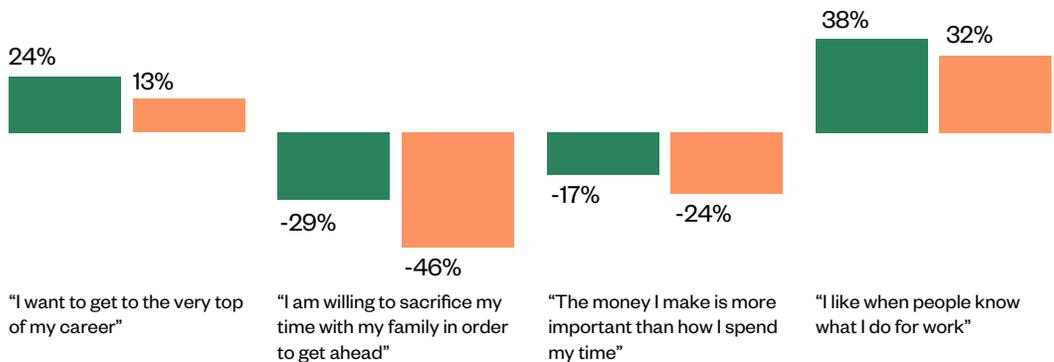
“My work doesn't get in the way of living my life.”



Along with the impact of having to work harder to overcome barriers, Canadians identifying with 1 or more of our 11 dimensions of diversity are more likely to want to get to the top of their career. They're also more willing to sacrifice time with their family to do so. There is a stronger sense of importance placed on the money these Canadians earn versus how they spend their time, and in having people know what they do for work.

Figure 3.3.5
Key Drivers of Esteem Wellbeing for Diverse and Non-Diverse Canadians

■ Diverse
 ■ Non-Diverse

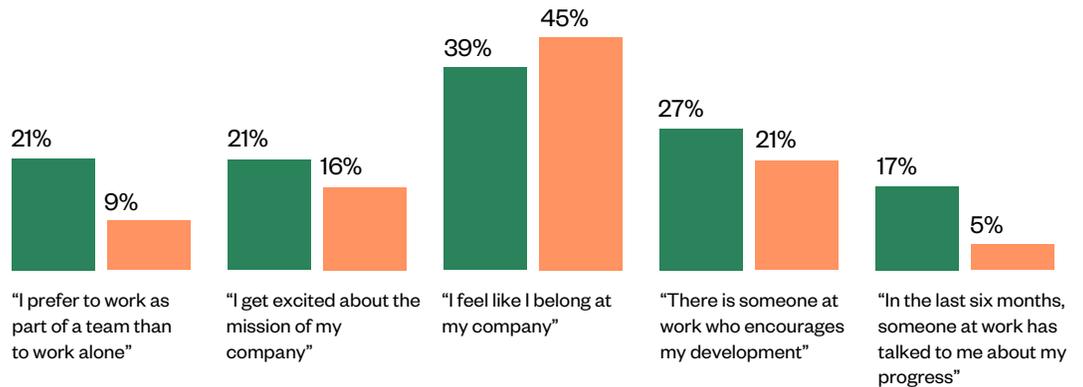


Diverse Canadians are highly collaborative, preferring to work as part of a team more than twice as much as non-diverse Canadians. Despite this collaborative nature and being more likely to get excited about the mission of their company, diverse Canadians are less likely to feel like they belong at their company. This is most pronounced amongst neurodiverse Canadians, amongst whom “I feel like I belong at my company” has a Wellbeing Score of 26%, almost half of what non-diverse Canadians score.

Diverse Canadians are also more likely to report positively on measures of Social Wellbeing that are derived from acts of reciprocity at work (an important aspect of social contracts), such as conversations around coaching, performance, and development. From our discussions with diverse Canadians, however, it is most likely due to them actively seeking out these opportunities rather than employers being more engaged in having these conversations with their diverse employees. Furthermore, nothing in our data points to a causal relationship that may be driving this difference beyond the diversity of the respondents.

Figure 3.3.6
Key Drivers of Social Wellbeing for Diverse and Non-Diverse Canadians

■ Diverse
 ■ Non-Diverse



For Canadians identifying with at least 1 of our 11 dimensions of diversity, work is highly transformative with an average Transformative Wellbeing score of 14% versus 2% for non-diverse Canadians.

Contributing to diverse Canadians' Transformative Wellbeing is work having changed their view of the world. In doing so, they have come to believe in their ability to make an impact. Diverse Canadians have Wellbeing Scores that are 14x and 3x greater than non-diverse Canadians respectively for these two measures (Figure 3.3.8).

In our data there was no correlation between diversity and employment in industries that over-index on Transformative Wellbeing. We also could not find any other causal relationship for the strong Transformative Wellbeing scores in our data. This suggests that identifying as diverse, and the lived experience that it provides, is itself the cause for the strong Transformative Wellbeing.

Figure 3.3.7

Transformative Wellbeing Score by Dimensions of Diversity

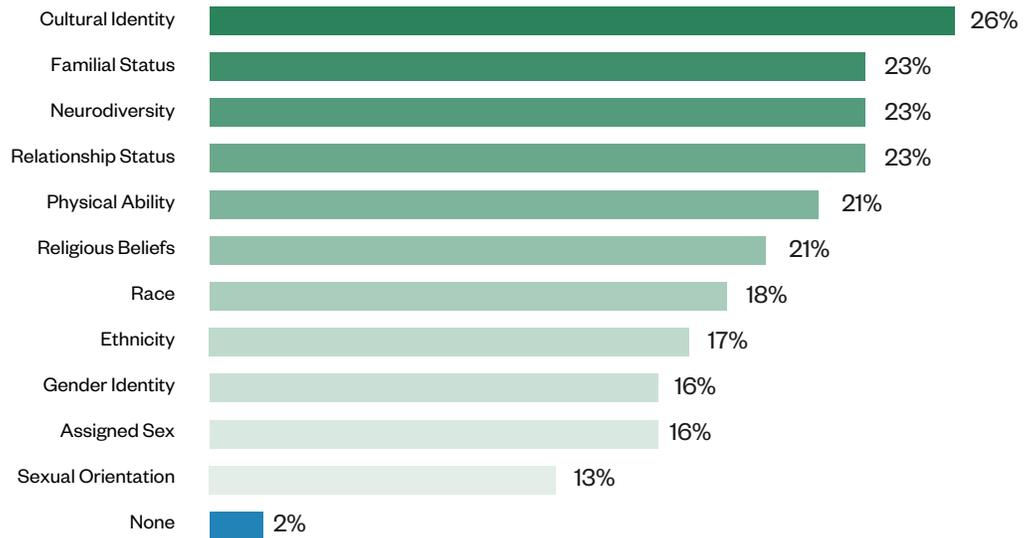
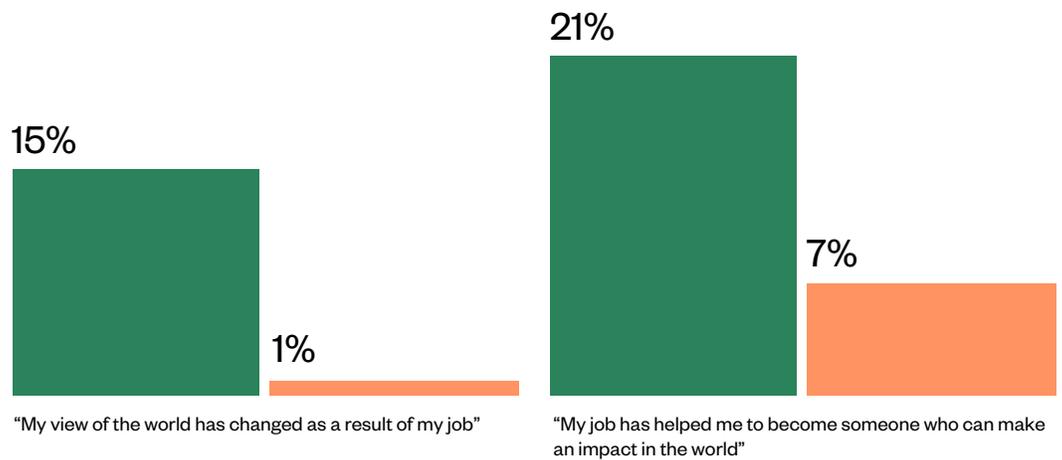


Figure 3.3.8

Key Measures of Transformative Wellbeing for Diverse and Non-Diverse Canadians

■ Diverse
■ Non-Diverse



Racialized Canadians & Wellbeing at Work

When we dive deeper into the lives of racially diverse Canadians, it's clear that there is no single shared lived experience. The nuances faced by racialized Canadians is reflected in the differences between racial identity, their experiences at work, and their own individual wants, needs, and values. This is illustrated best in Figure 3.3.9 which shows the Overall Wellbeing Scores and how they differ amongst racial groups.

The biggest differences that we see are amongst Black and Indigenous as compared to Middle Eastern, Latinx, South and East Asian. Across The Four Dimensions of Wellbeing, we can see the Black and Indigenous lived work experience reports lower Wellbeing Scores compared to other racialized groups (Figure 3.3.10). The role of work in the wellbeing of racialized groups maintains its own diversity and must be looked at on a community-based level. No lived work experience within racialized communities is the same as each group faces their own unique “brand” of discrimination.

Figure 3.3.9
Overall Wellbeing at Work for Racially Diverse Canadians

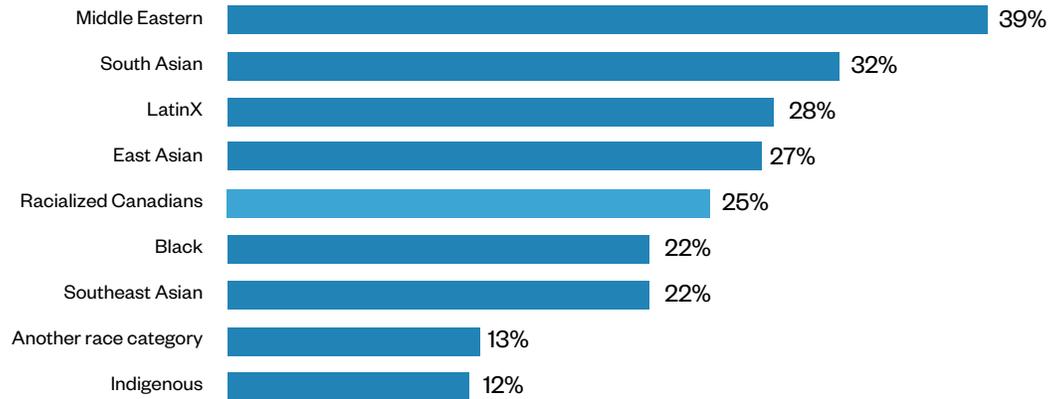
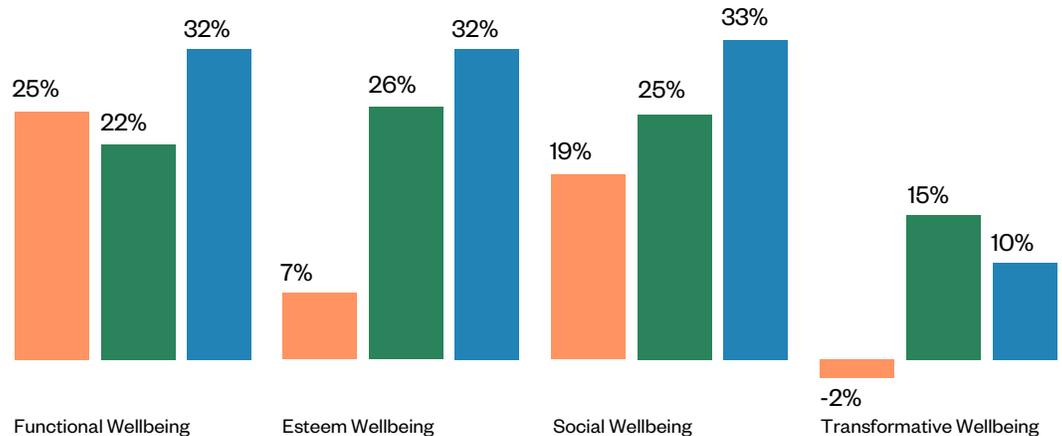


Figure 3.3.10
Wellbeing at Work for Black and Indigenous



*Racialized Canadians excluding Indigenous and Black

Gender & Wellbeing at Work

When we look at the role of work and its contribution to wellbeing across genders, we see those identifying as ‘Woman’ gain a higher sense of Social and Transformative Wellbeing from work than compared to those identifying as ‘Man’ as illustrated in Figure 3.3.11.

Women are more likely to report career development and coaching opportunities. Much like diverse Canadians, women are seeking out these opportunities on their own as opposed to being approached by a mentor as noted in Figure 3.3.12. Work is also more transformative to women than it is to men. This is primarily driven by women scoring higher on work changing their worldviews. Our data also shows women are less likely to have negative life-changing experiences and more likely to have positive life-changing experiences.

In speaking with women to explore this further, we learned that work plays a critical role in developing their confidence, exposing them to a broader set of life-changing experiences, and allowing them to build an identity outside of traditional societal expectations of motherhood, family, and being the “nurturer.”



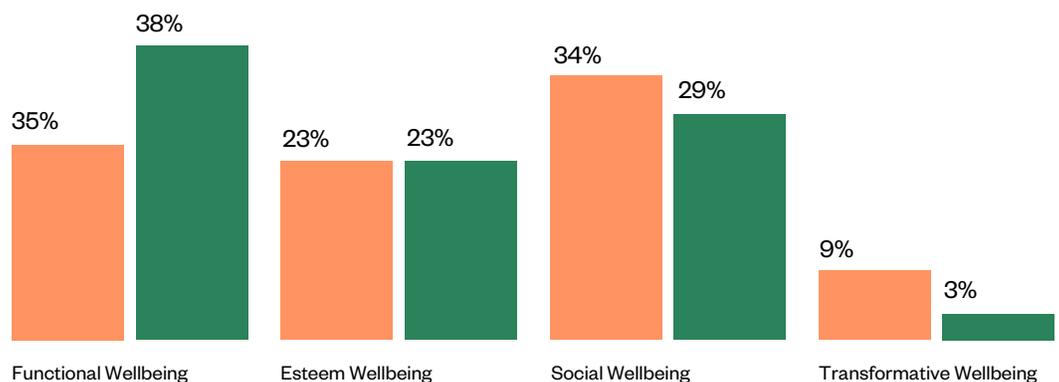
A note on gender

While non-cisgender communities were included as a part of our report, we did not have a representative sample to include in our analysis.



Figure 3.3.11
Wellbeing at Work across Woman and Man

Woman
Man



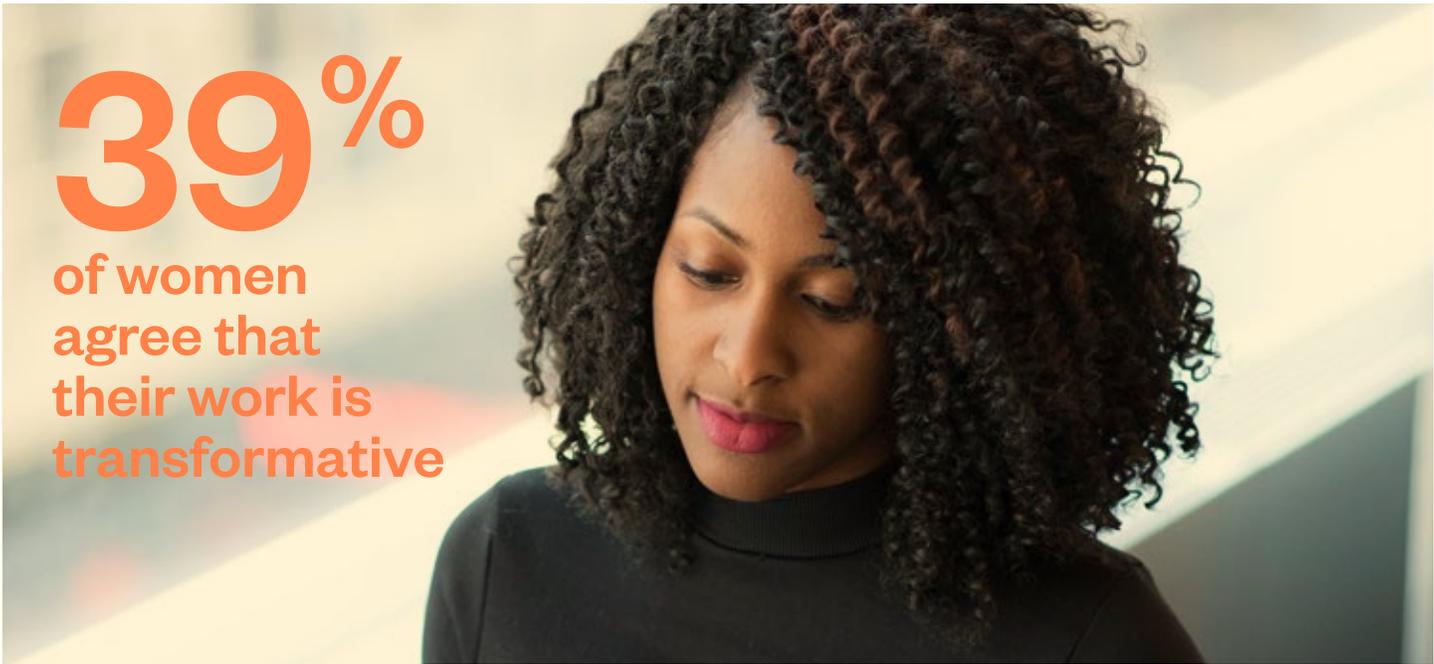
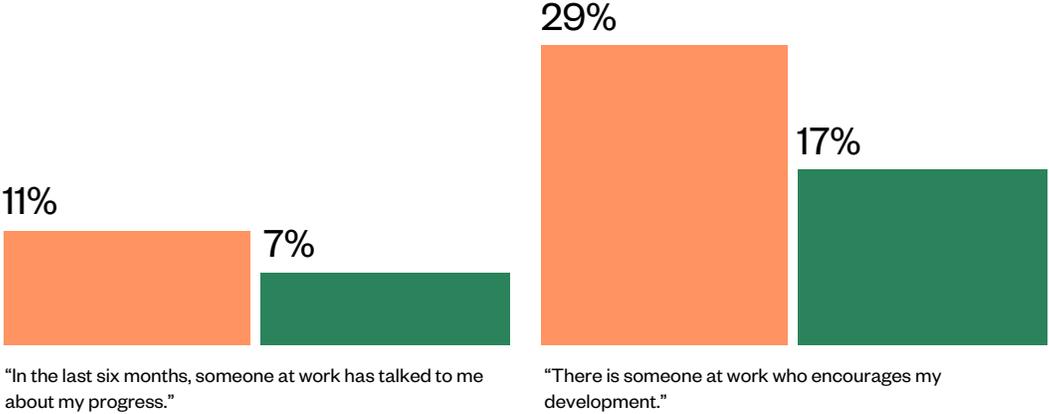
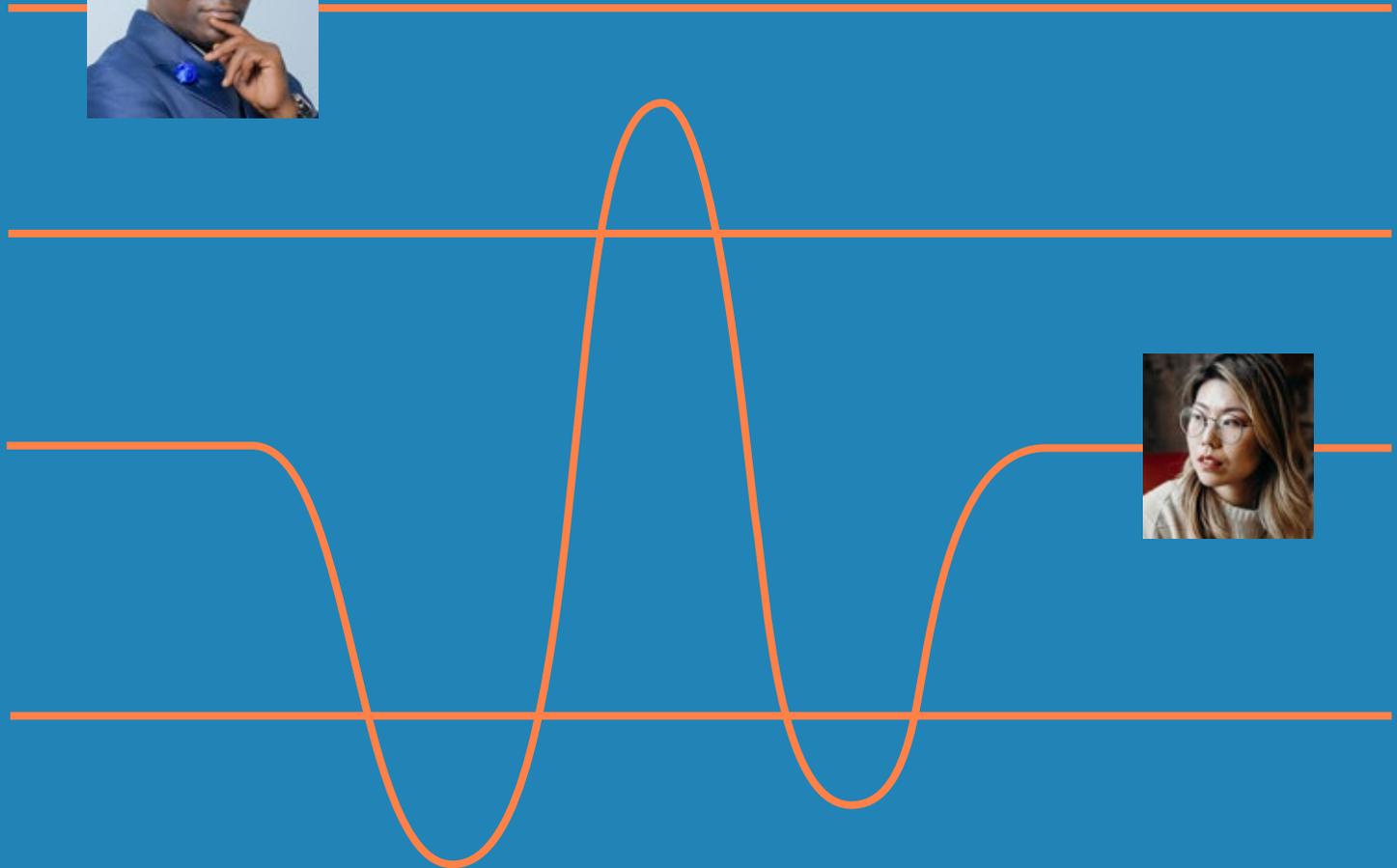


Figure 3.3.12
**Key Measures of
Social Wellbeing
Across Woman
and Man**

Woman
Man



Key Takeaways



This report aims to provide business leaders with a tangible starting point to build strong employee brands that fuel thriving businesses. There are five key takeaways that summarize how to dramatically enhance the human pursuit of wellbeing for employees across different industries.

The Five Key Takeaways

01.

Develop an organizational culture and structure that fully embraces the power of diversity.

Over the past several years, brands obtaining a social voice have become the norm. Canadian consumers now expect the brands they're loyal to, and even brands they're not, to speak up on important issues pertaining to social issues. But strong employee brands are the ones that do not simply reflect the expectations of society because they "should"; strong employee brands embrace their diverse workforce internally, emboldening themselves to speak up on certain issues because they want to.

In fact, employees identifying as diverse (e.g., gender, sexual identity, racial identity, family status, physical ability, and more) derive the greatest sense of wellbeing from work. Canadians identifying with three or more dimensions of diversity have a Wellbeing Score that is 42% greater than their non-diverse peers (34% vs. 24%). Despite this, many businesses are leaving their diverse employees behind. 45% of Canadians identifying with any 1 of our 11 dimensions of diversity don't agree that they belong at their company. It's not much different for the "most diverse" group where 39% of those identifying with 3 or more of our 11 dimensions don't agree that they belong, either.

From our focus group insights, collaborative environments were indicated as an opportunity to break down barriers that otherwise divide society and ultimately serve as a powerful source of Social Wellbeing for Canadians as a whole. Consequently, authentic opportunities and operating models that thrive on collaboration, comradery, and belonging (e.g., scrum teams, self-managing teams, cross-functional teams, etc.) are imperative to any organization that wants to create a thriving and sought-after work environment.

02.

As a leader, take a customized approach to enhance the wellbeing of each member of your team.

The results of the Wellbeing Report show that for different age groups, racial backgrounds, dimensions of diversity, and work-level positions, the dominant dimension of wellbeing perceived from work varies. For example, the contrast between employees serving in entry level roles and senior management roles is quite startling; senior management roles scored up to 40 points higher across all Four Dimensions of Wellbeing compared to their colleagues in entry level roles.

When it comes to the pursuit of wellbeing, the variations within each person's identity will determine the unique and personal factors required to satisfy their needs. Strong employee brands will be ones where a personalized approach is

also taken to understanding how their organization can contribute to the overall wellbeing of their employees, and how that differs from individual to individual. But how does one do that effectively?

First, we need to acknowledge the difference between managers and leaders. Management is about doing stuff—the day-to-day operations needed for the tactical things to get done. Leadership, is about empowering people, providing the tools and an environment for people to thrive and remove barriers. If an organization is looking to change and improve their contribution to their people's wellbeing, they need strong leaders. Second, as this report confirms, leadership is not one size fits all. To effectively contribute to an employee's wellbeing, we need to rethink the size of teams and the number of people assigned to each leader.

03.

Invest in your employees' Social Wellbeing, if you want your business to thrive.

Social Wellbeing comes from being connected to something beyond ourselves. At work, this is measured by our connection to our peers and to the organization that we work for. In the *Wellbeing at Work Report*, we discovered a strong correlation between Social Wellbeing and indicators of employee engagement.

Over the past decade, numerous reputable researchers have proven the undeniable impact that employee engagement has on business performance indicators like revenue, consumer demand, and productivity. When taking employee engagement as a proxy for business performance, this report conclusively indicates that for a business to thrive, they must invest in the role that they play in their employees' Social Wellbeing.

One important thing to recognize is that the way people perceive and gain Social Wellbeing from work varies across age groups, seniority levels, and the identified dimensions of diversity. Therefore, business leaders seeking to create a social environment need to start with a genuine interest and drive to understand their employees and what drives their Social Wellbeing. There must be room to build trust and friendships, there must be encouragement for personal development and progress, and people must feel that they genuinely belong.

04.

Go beyond throwing a party to have a meaningful contribution to your team's wellbeing.

For years, brands have focused on reflecting the values of their consumers, but have we ensured that our brands reflect the values of our employees? From our report, we found that less than half (45%) of Canadians feel that the values of their organization mirror their personal values. For Canadians under 34-years-old, only 40% feel that the values of the organization match their own.

Our research also indicates that organizations greatly benefit from implementing intentional strategies that allow employees to grow and develop, but only 45% of respondents reported having a conversation about their development with a manager in the last 6 months. Furthermore, only 47% of respondents feel like there is someone at their organization that encourages their personal development.

To fix this, leaders must provide coaching and mentorship, and professional development opportunities to all employees on a consistent basis.

05.

Explore the transformative power your brand holds, to make a positive impact on the lives of employees.

Transformative Wellbeing is the ability of our work to change who we are as individuals. It's measured by the life-changing experiences we have through our work and how that may influence how we view the world around us. We've observed the power of Transformative Wellbeing in our data at an industry level upon comparing the top five and bottom five industries ranked by their Overall Wellbeing Score. The Top 5 Industries have a Transformative Wellbeing score that is 5x the average, and 7x greater than the Bottom 5 Industries.

Within the Wellbeing Framework™, it's clear that brands make the greatest impact to a person's life by changing who they are and how they view the world around them. Brands that achieve this Transformative Wellbeing with consumers become "cult brands" with loyal brand communities. Those that can deliver on Transformative Wellbeing within the workplace are those that deliver the greatest wellbeing overall and play the biggest roles in the lives of their employees. Overall, the wellbeing of an organization's employees is a large indicator of a successful, thriving business.

Have something to add?
Join *The Wellbeing Project*—
we'd love your insight.

Humanity:
HumanityAgency.com

Sidekick Consulting:
SidekickConsulting.ca

Authors:

Ryan Hughes
VP, Head of Strategy
Ryan.Hughes@humanityagency.com

Bonny van Rest
Co-Founder
Bonny@sidekickconsulting.ca

Contributing Authors:

Nicole Stanhope
Nagma Siddiqui
Crew Sisley
Agnes Ho
Shairina Brown

Contributing Authors:

Nora Griffiths

Design by Humanity.

