

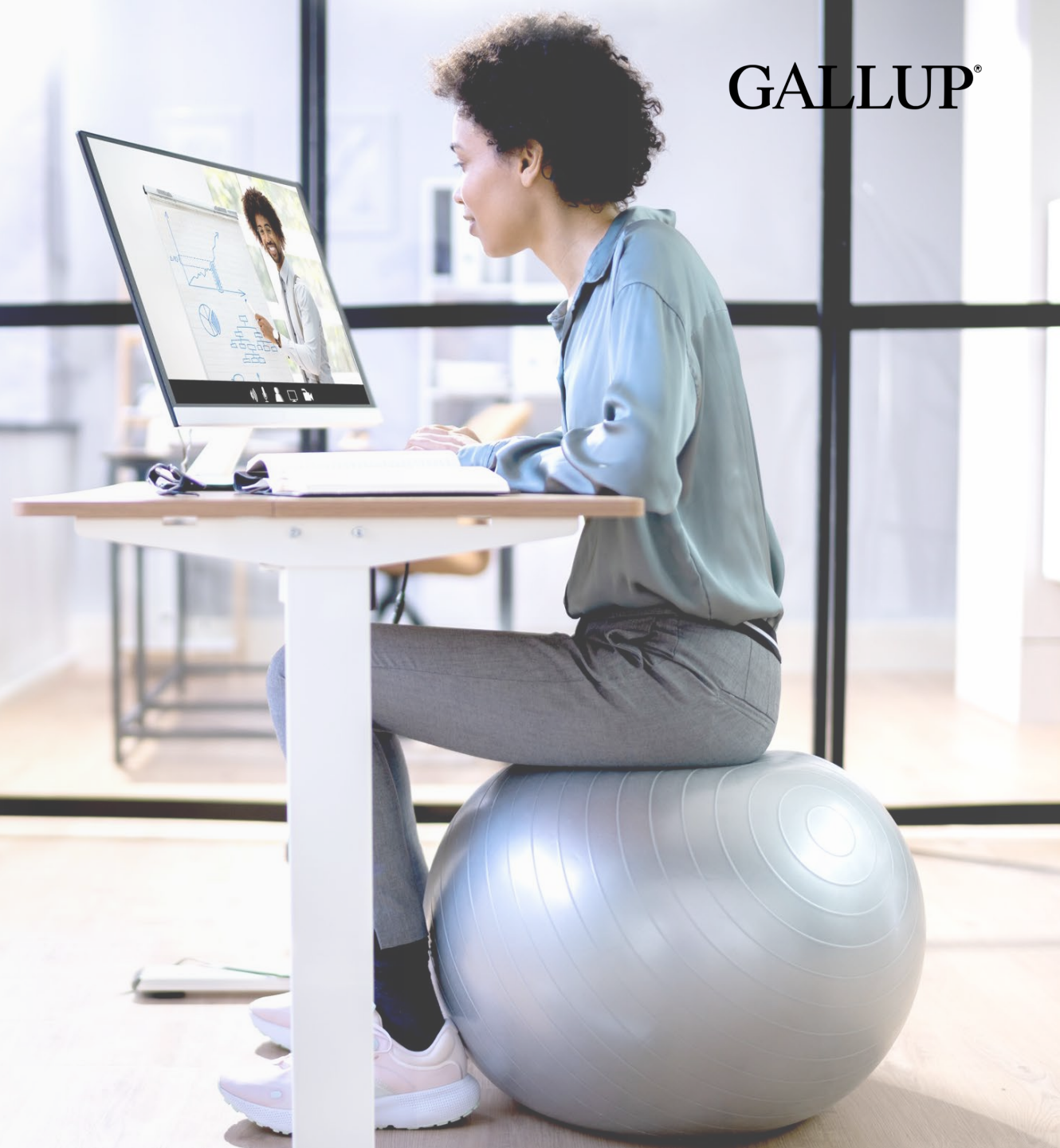


GALLUP®

# One size fits one

How to approach wellbeing  
to meet the needs of your  
workforce and workplace

April 21, 2021  
12:00 PM CT



# Meet today's speakers



**Dan Foy**  
Associate Principal,  
Gallup



**Melissa Walker**  
Sr. Director,  
Wellbeing Product Manager, JLL

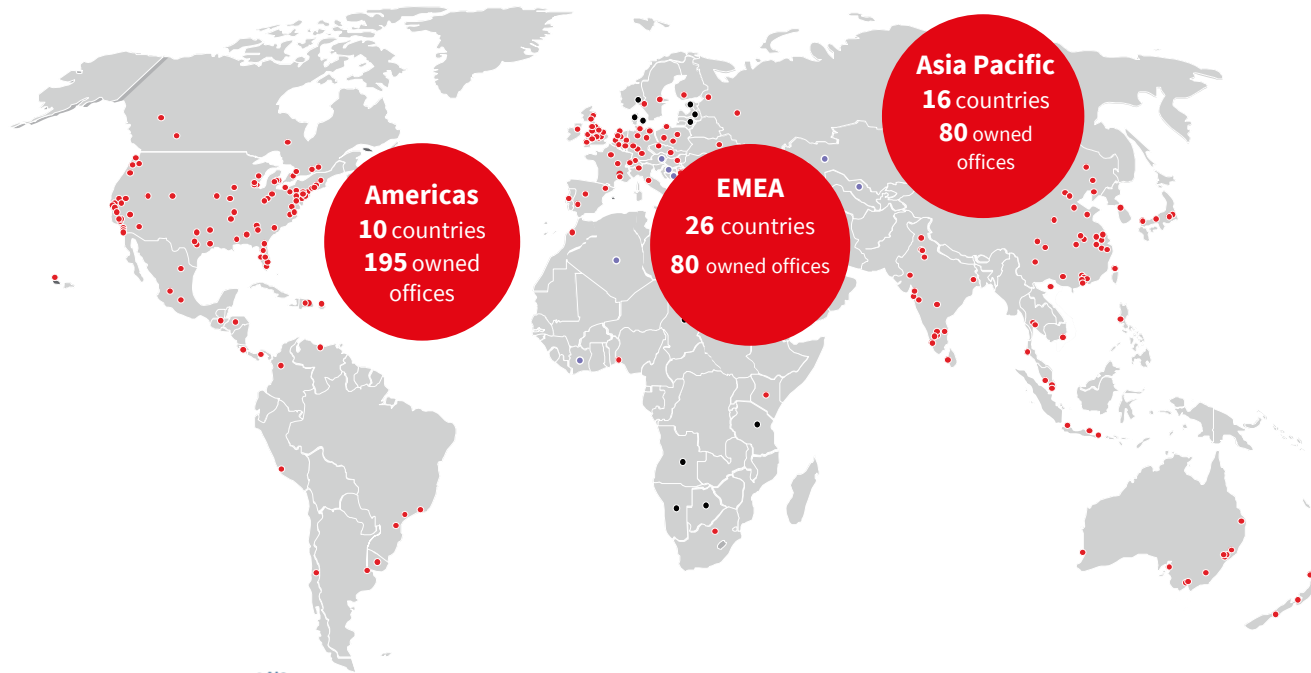


**Peter Miscovich**  
Managing Director,  
Strategy and Innovation, JLL

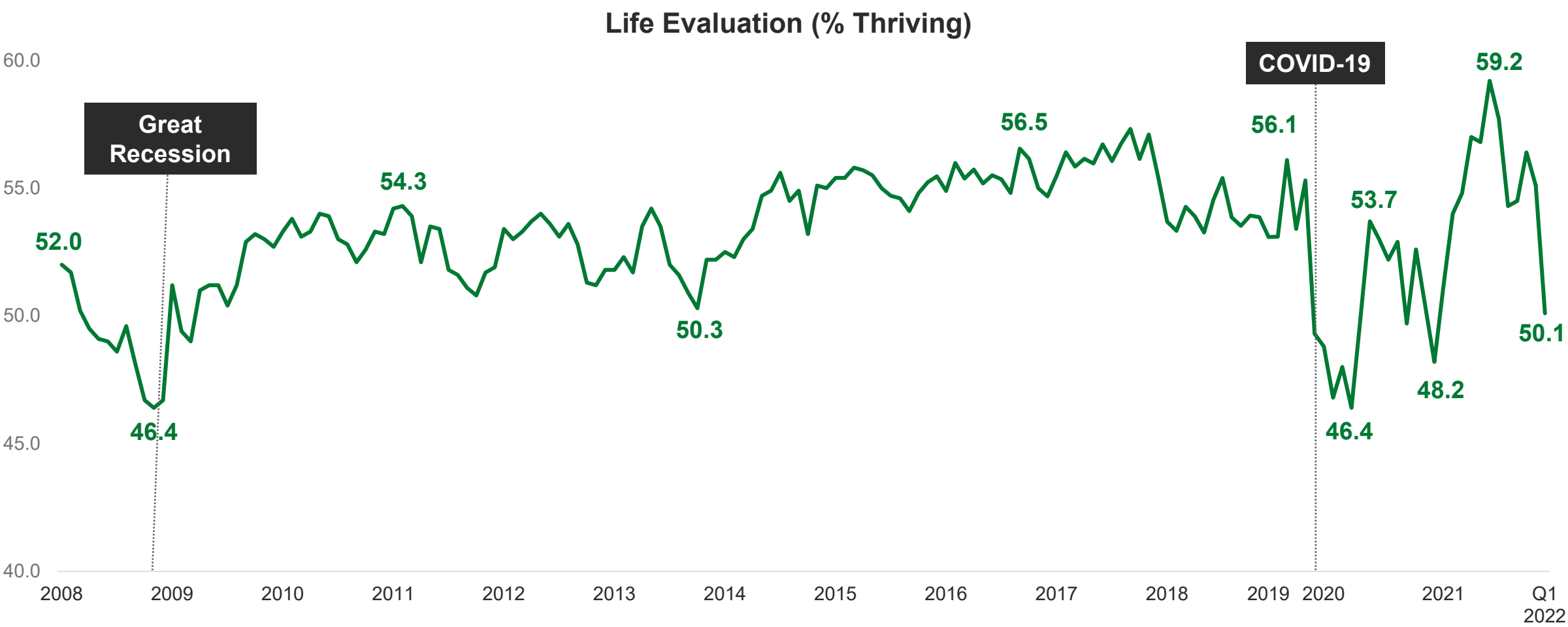
# Global capabilities for regional and country service delivery



Global	2021 Revenue	Managed SF	Employees	Researchers	Corporate Offices	Locations	FM Professionals	Engineers	Consulting
	<b>\$19.4B</b>	<b>4.6B</b>	<b>91,800+</b>	<b>400+</b>	<b>355+</b>	<b>1000+</b>	<b>37,000+</b>	<b>15,000</b>	<b>900+</b>



# Gallup Data – Fluctuation in Americans who are “Thriving”

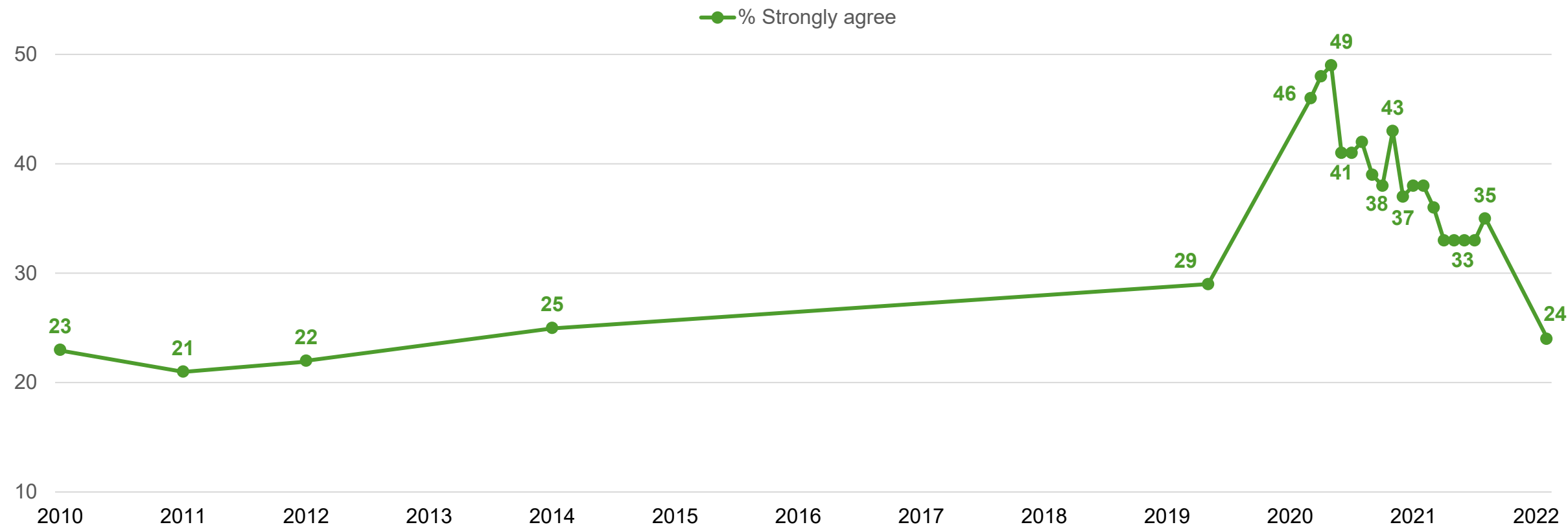


Note: Data through 2018 are reported for each month. In more recent years, data points represent various time periods, from a few days to a few months, to show fluctuations during the COVID-19 pandemic and ensure a sufficient n size for reporting; details can be provided upon request. Data from January 2008 to August 2019 and August 2020 are from the Gallup National Health and Well-Being Index™. Data from September 2019, October 2019 and March 2020 through February 2022 (except for August 2020) are from the Gallup Panel™. Estimates between the GNHWBI and the Gallup Panel are proven to be highly convergent, allowing for mixed trending.

# Falling Trend on Organizations Caring About Employees' Overall Wellbeing

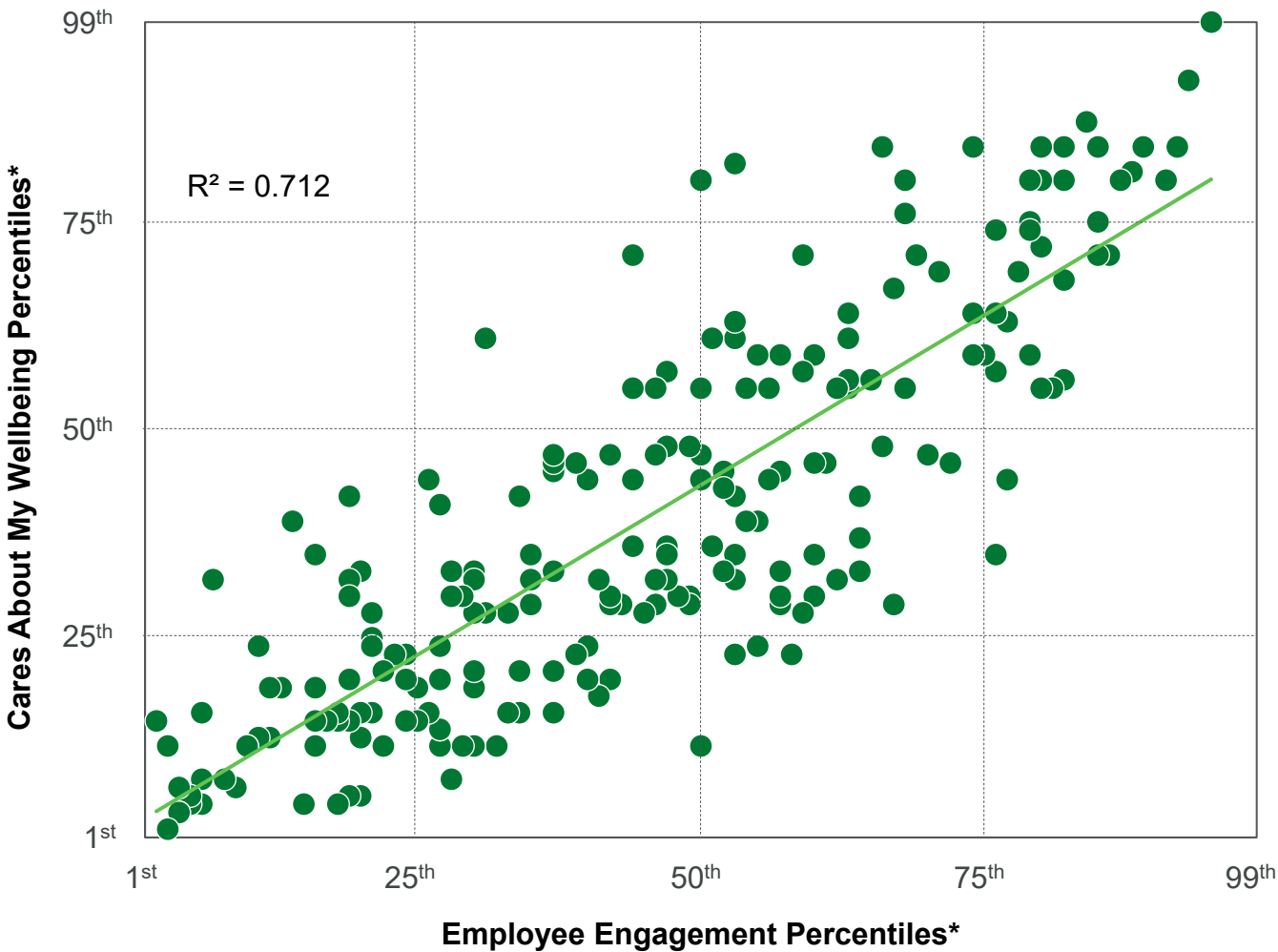
## Employee Perceptions of Organization Caring About Their Wellbeing

*My organization cares about my overall wellbeing.*



Note: Data reflect experiences of full- and part-time employees.

# The Connection Between Employee Engagement and Wellbeing





# A Focus on Well-being Drives Outcomes for Individuals, Organizations and Communities

Findings from Gallup's foundational research on well-being

## Individual

- Healthcare utilization
- Hospital admissions/30-day readmissions
- Overall self-assessment of health
- New onset disease burden, including hypertension and diabetes
- Reduced probability of future obesity
- New onset depression/anxiety
- Sleep disorders
- Current life satisfaction
- Anticipated life satisfaction in 5 years
- Significant daily emotional experiences
- Adaptability to change
- Resiliency (bouncing back from injury, illness, or hardship)

## Organizational

- Healthcare utilization
- On the job performance
- Unplanned absenteeism
- Accidents/Workers comp. claims
- Likelihood that employees will look for a new job
- Likelihood that employees will voluntarily change jobs
- Employee Engagement (reciprocal relationship – each drives future state of the other)

## Community

- Healthcare utilization
- Violent crime rate
- Property crime rate
- High school graduation rate
- Teen pregnancy rate
- Motor vehicle deaths
- Drug addiction/overdose rate (reciprocal relationship)
- Employment and unemployment (reciprocal relationship)

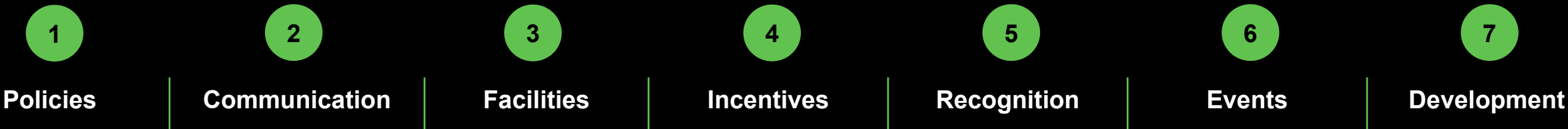
# Guiding Principles of Sustaining Organization-Wide Wellbeing

People with thriving wellbeing simply do better in life. Companies with thriving employees do better business.



## Supporting and Changing Behaviors Via

### ORGANIZATIONAL ACCELERATORS OF WELLBEING





# Thriving workforce

A holistic approach to the employee value proposition



**73%**

of the workforce aspire to **new 'human' places** (places that promote healthy lifestyles, safety and wellbeing)

Source: JLL (2021) Worker Barometer



**58%**

of the workforce consider that **health and wellbeing programs** will make the employer unique in the long term

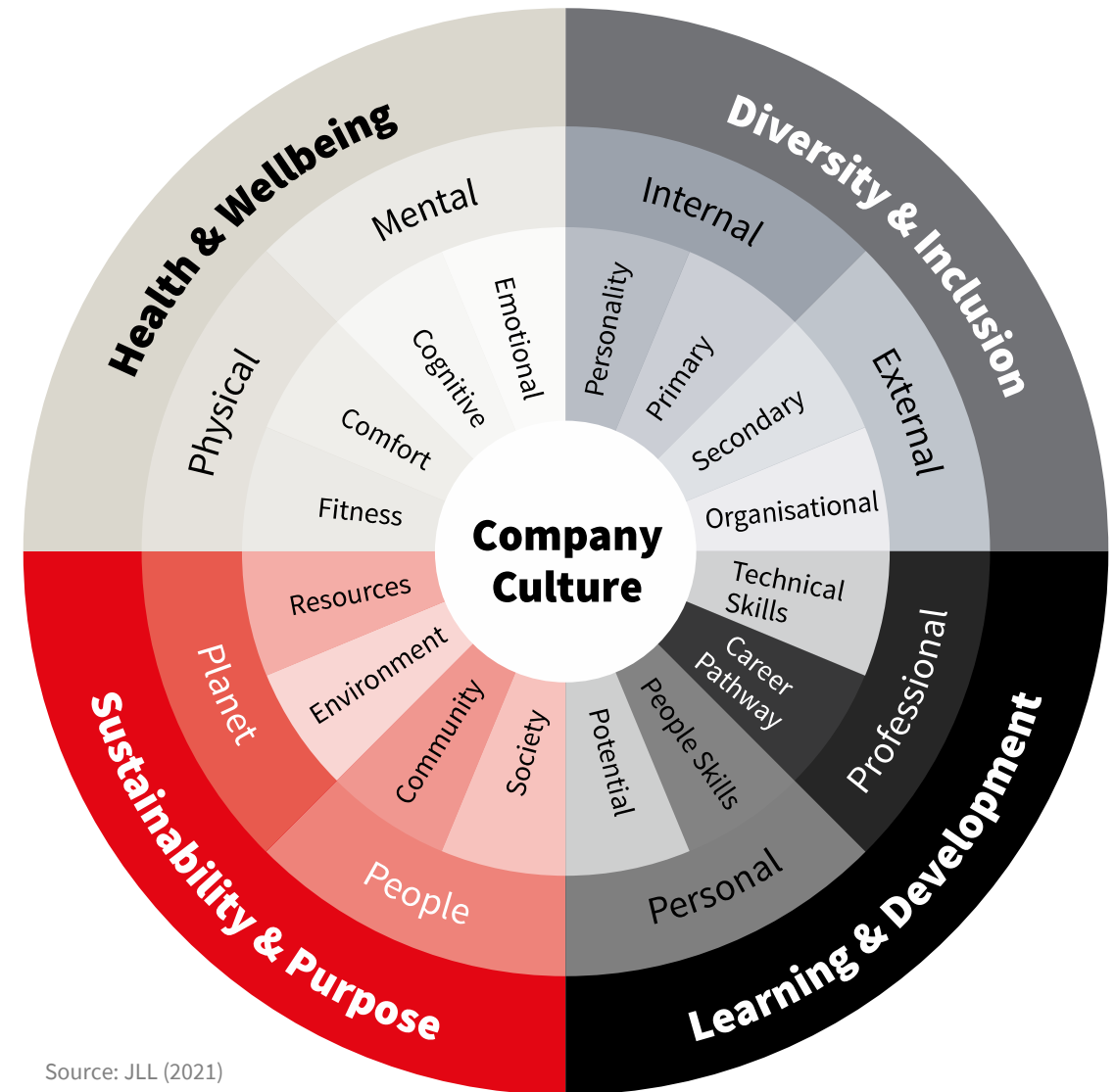
Source: JLL (2021) Worker Barometer



**43%**

of the workforce say advanced **learning and development programs** will make their employer unique in the long term

Source: JLL (2021) Worker Barometer

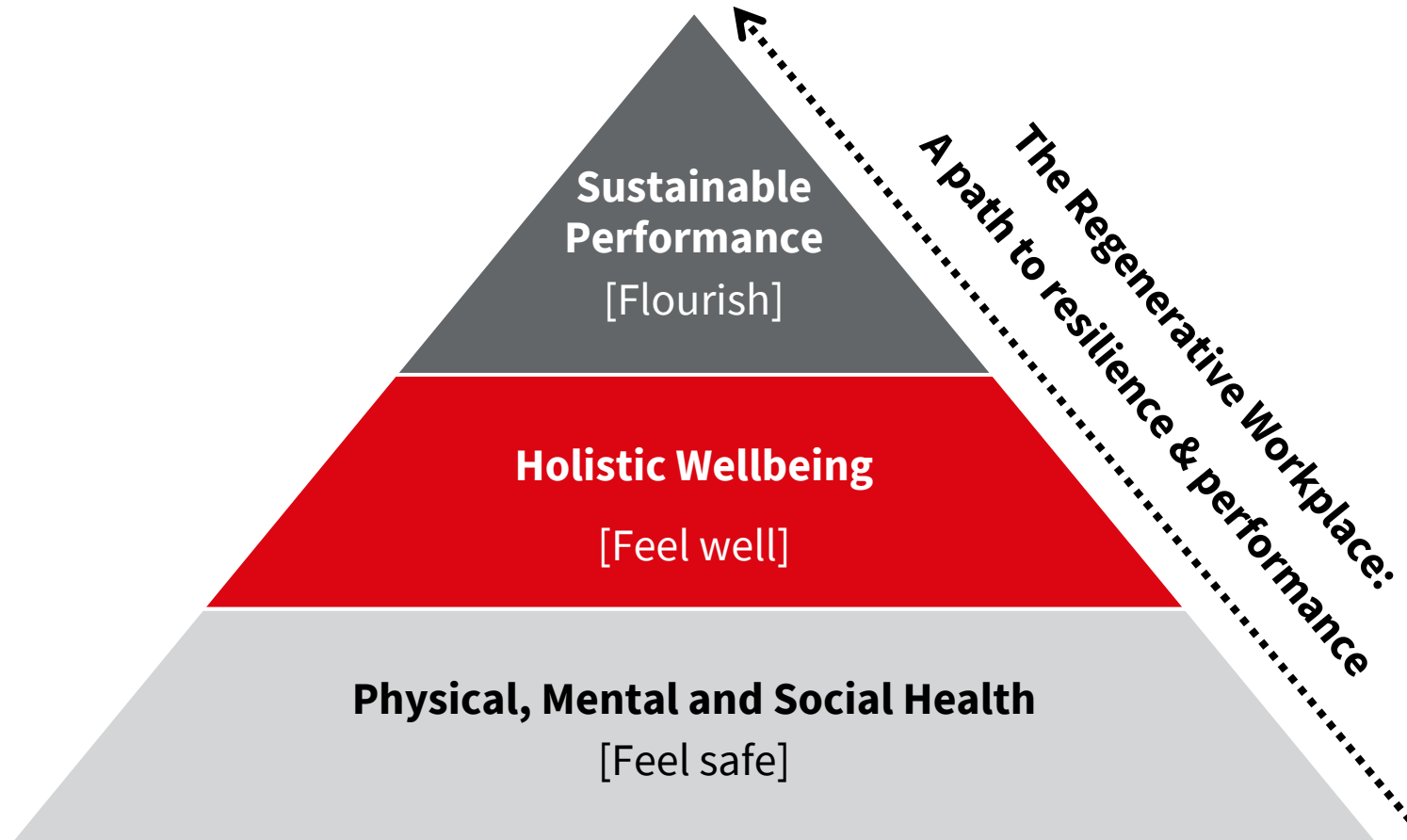


Source: JLL (2021)

What is your organization investing in the most to build culture?

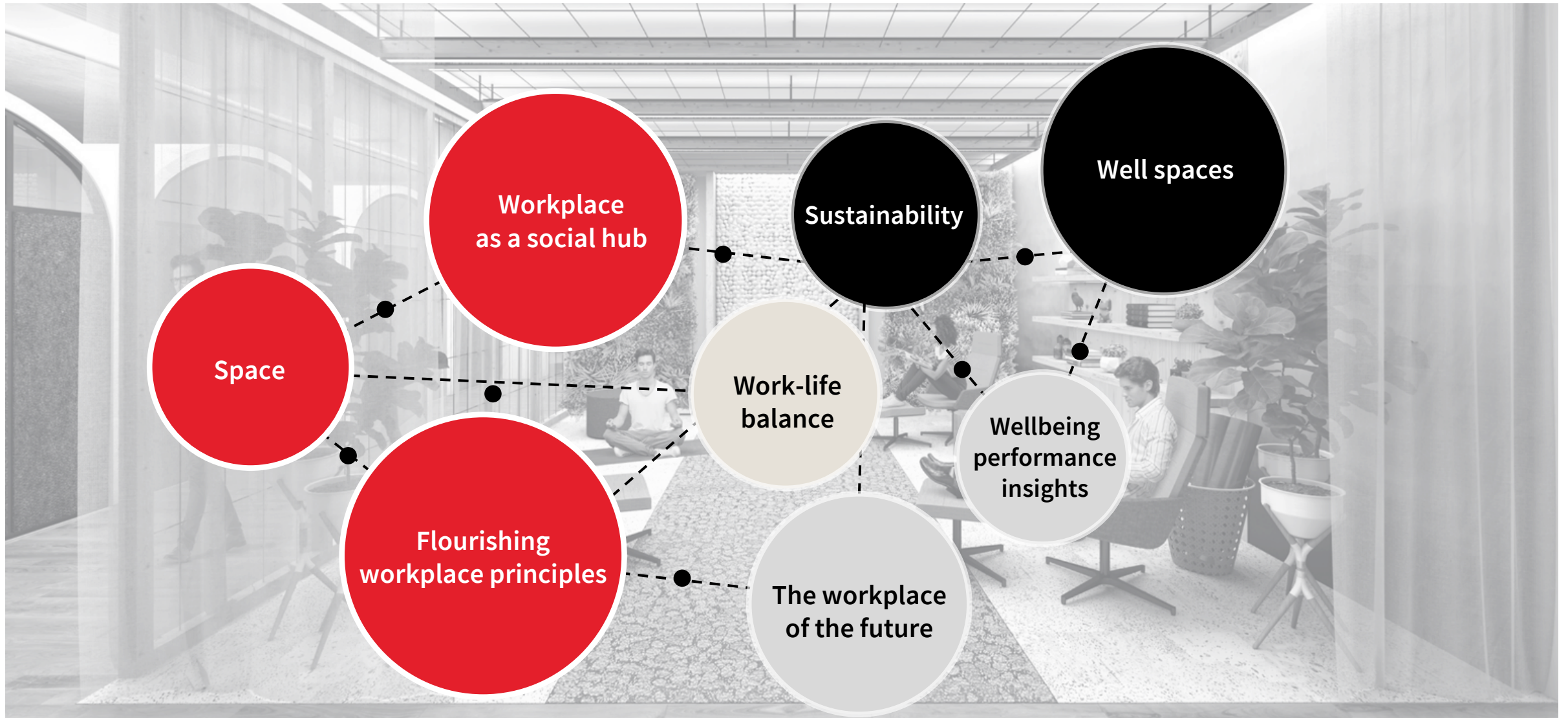
- Health & wellbeing
- Diversity & inclusion
- Sustainability & purpose
- Learning & development
- Hybrid work strategy / return to office
- Other

# Employers have the opportunity to actively support the health and wellbeing needs of their people to create a resilient and Regenerative Workplace



**Resilience** refers to the ability of individuals to navigate adversity and find growth during uncertain times

# Trends impacting work, workforce and workplace



# Wellbeing Performance Insights study: Executive summary



## Background

### How well is your workforce?

JLL and ART Health's Wellbeing and Performance Insights (WPI) study assessed the health, wellbeing and performance of JLL employees across three broad categories of Think-Feel-Do.

## Methodology and research scope

### Scope

All employees had access to the WPI tool to enable an assessment across the JLL US workforce as employees started to return to the office; offering an assessment of hybrid working following pandemic working restrictions.

### Timelines

4th October 2021 – 28th January 2022

### Locations

60 JLL sites within 30 different states across the US, plus employee homes and client sites.

### Participants

- 194 JLL US employees
- Control Group – Feedback Only - 57 employees
- Test group – Feedback & Intervention – 47 employees



### Participant Feedback

*“Anything that helps give an insight into why/how we perform differently will help people/companies adjust or support to get the most out of everyone.”*

*“I think the benefits of understanding how we work, and what motivates us, is a huge contributor to the success both individually and for the organization.”*

*“It's great to see JLL taking the initiative like this to include its people to better understand how improvements can be made, rather than just going by industry best practices.”*



### Data collected

8,346 days of steps	5,950 nights of sleep
2,864 cognitive performance tasks	353 Survey completions

# Job role's relationship to wellbeing and performance



## Key Takeaway 1

Wellbeing solutions that support individual productivity are consistent across job role. However, **differences exist for what limits productivity.**



## Recommendation

Improving workstation and tech set-up for **individual contributors** should be prioritized. For **people managers/senior leaders**, balancing staying connected with colleagues vs. creating boundaries for focus work is key.

## Key Takeaway 2

As seniority increases, so does the **negative impact on mental wellbeing.**



## Recommendation

**Tools that provide mental wellbeing support** would be advised for people managers/senior leaders to combat the increasing impact of these roles on mental wellbeing variables.

## Key Takeaway 3

As seniority increases, so does the occurrence of **employees not taking regular breaks.**



## Recommendation

All employees should be **educated on the benefits of taking regular breaks** for physical/mental wellbeing and performance, regardless of job role.



# IDC top 10 predictions for the future of work



- 1: AI/ML-enabled Digital Managers Increase 80%
- 2: Employees Automate Work Codeless Development 90%
- 3: Knowledge Networks Leverage Unstructured Data 70%
- 4: Organizations Adopt Hybrid Work Models 70%**
- 5: Enterprise Investment in DE&I Tools Increasing 70%
- 6: AI/ML Enabled Platforms Employee Experience 60%
- 7: Digital Transformation Skills Shortages Intensify 90%
- 8: Smart Workplace Technology Investments Increase 90%**
- 9: Digital Work-from-Anywhere Collaboration Increase 70%**
- 10: Augmented/Virtual Technologies Enable 8:10 Meetings**



# Gartner redesign of work to the individual vs. the office



## Migration from office-centric design to human-centric design is the priority

New technologies, new ways of working and new management approaches required for healthy, productive and innovative employees



### Office-centric Design

An On-site Model for an On-site World:  
**The Location** as the stable pillar we design work around



#### Provide consistent work experiences

**Work design principle:** Equality of experiences



#### Enable serendipitous collaboration

**Work design principle:** Innovation by chance



#### Drive visibility-based management

**Work design principle:** Performance by inputs



### Human-centric Design

A Hybrid Model for a Hybrid World:  
**The Individual** is the stable pillar we design work around



#### Provide flexible work experiences

**Work design principle:** Equality of opportunity



#### Enable intentional digital collaboration

**Work design principle:** Innovation by design

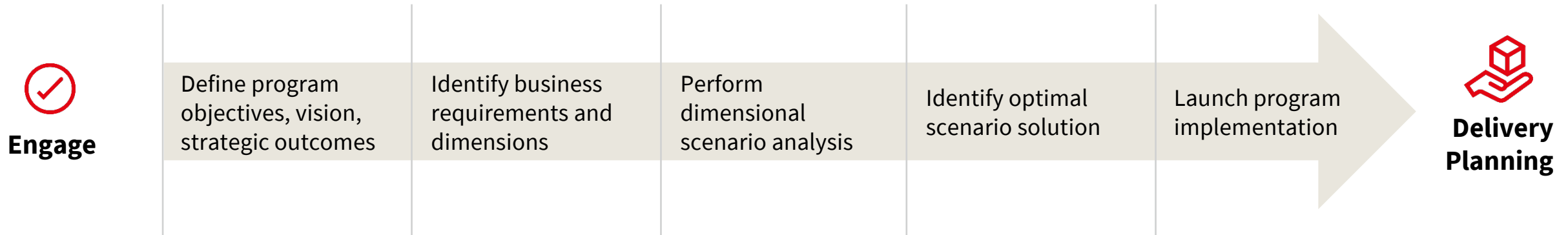


#### Drive empathy-based management

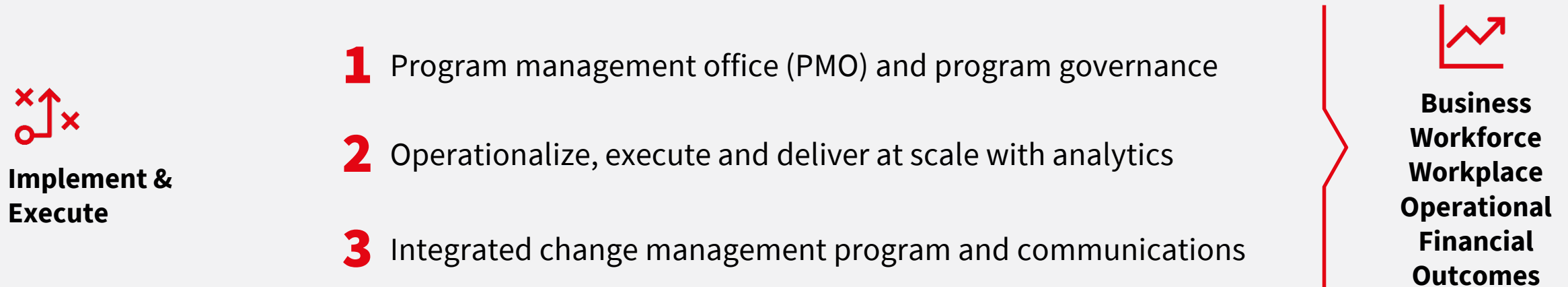
**Work design principle:** Performance by outcome

# Integrated hybrid strategy + implementation model

## Scenario & strategy development



## Implementation & execution program



# Global “hybrid” workplace client example A



## Enterprise inputs

Business  
strategy  
drivers

Talent and  
workforce  
requirements

Technology  
enablement  
requirements

Hybrid  
workplace  
preferences

## Integrated hybrid workplace transformation program

### Hybrid work + Hybrid worker + Hybrid workplace Integration

- Business drivers and performance objectives
- Talent / workforce / HR strategic integration
- Hybrid workplace program development
- Real estate portfolio transformation
- Workplace technology investment analysis
- Cultural assessment(s) and analysis
- Implementation change management

## Future outcomes

Business  
outcomes

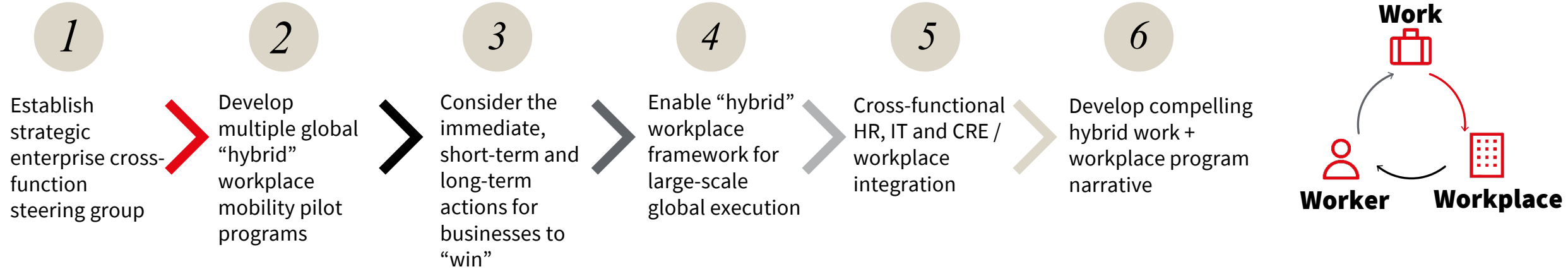
HR policies  
HR protocols

Workplace  
technology  
solutions

Hybrid  
workplace  
program

# Global workplace transformation client example B

Global Fortune 50 organization: 40,000 office-based employees in 68 countries



## Global cross-functional team integration

- HR leadership (primary lead)
- Business leadership
- Corporate workplace services
- IT leadership
- Corporate communications
- Employee relations
- Organization effectiveness

## Global program development activities

- Conduct external research and benchmarking
- Develop a regular cadence for employee sensing
- Pilot hypotheses and adapt new "hybrid" workplace solutions
- Develop multiple simultaneous hybrid workplace pilots

## Recommendations for program execution

- Company workforce / workplace policies
- Identify infrastructure investments
- Workplace strategy and design
- Future technology needs
- Employee work-from-anywhere provisioning and service

# The Regenerative Workplace model client example



## Mental Health

Resilience traits	Risks
<b>Psychological Safety</b> Mental wellness	<b>Mental Illness</b> Psychological insecurity, anxiety, PTSD, depression
<b>Feeling of Inclusion</b> in the office and remotely	<b>Inequality</b> DE&I issues, social & digital inequalities
<b>Ability to Achieve</b> Mental agility	<b>Exhaustion</b> Skills inadequacy, blank page, lacking innovation



## Social Health

Resilience traits	Risks
<b>Community Belonging</b>	<b>Divergence</b> Decreased social cohesion, silos
<b>Reciprocity</b> Solidarity, positive behaviors	<b>Social Alienation</b> Isolation
<b>Shared Responsibility</b> Social responsibility, sustainable living, conscious lifestyle	<b>Negative Societal Impact</b>



## Physical Health

Resilience Traits	Risks
<b>Physical Wellness</b>	<b>Unhealthy Lifestyles</b> Stress, poor sleep & nutrition, no physical activity
<b>Work-life Harmony</b>	<b>Work-life Chaos</b> Work outside of business hours, need to disconnect
<b>Healthy Routines</b> Lifestyle behaviors	<b>Disrupted Routines</b> No breaks, back-to-back meetings, virtual fatigue





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