



Engagement Drivers of Business Success in a Post- Pandemic Work World

2023 Virtual Employee Engagement Forum
December 6 – 7, 2023

Craig Ramsay
Principal People Scientist | Microsoft Viva

A Simple Engagement Model



The Glint Engagement Survey Template

Leadership	I have confidence in the leadership team.
Prospects	I am excited about <COMPANY_NAME>'s future.
Prioritization	I know what I should be focusing on right now.
Feedback	My manager provides me with feedback that helps me improve my performance.
Communication	<COMPANY_NAME> does a good job of communicating with employees.
Inclusive Leaders	Leaders at <COMPANY_NAME> value different perspectives.
Care	At work, I feel cared about as a person.
Action Taking	I believe meaningful action will be taken as a result of this survey.
Values	People at <COMPANY_NAME> live the company values.
Purpose	The work that I do at <COMPANY_NAME> is meaningful to me.
Continuous Improvement	<COMPANY_NAME> continually improves the way work gets done.
Growth	I have good opportunities to learn and grow at <COMPANY_NAME>.
Role	My role is an excellent fit with my strengths.
Empowerment	I feel empowered to make decisions regarding my work.
Resources	I have the resources I need to do my job well.
Belonging	I feel a sense of belonging at <COMPANY_NAME>.
Collaboration	Teams at <COMPANY_NAME> collaborate effectively to get things done.
Recognition	I feel satisfied with the recognition or praise I receive for my work.
Company Support	I feel well supported by <COMPANY_NAME> at this time.
Work Life Balance	I am able to successfully balance my work and personal life.



**How happy are you working at
<COMPANY_NAME>?**

**I would recommend <COMPANY_NAME>
as a great place to work.**



Our Discoveries

- While basic needs of **health & safety** have always been important, they had become key engagement differentiators:

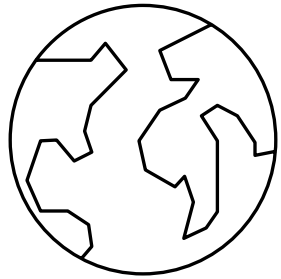
*Those who felt **cared for at work** were **3x** as likely to report higher levels of **Engagement**.*

- **Flexible work arrangements, inclusive workplaces, and work-life balance** were the fastest growing priorities among job candidates.

Well-Being Had Become a Top Priority

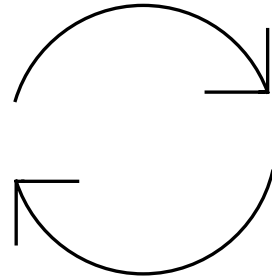


New Themes Emerged as Top Drivers



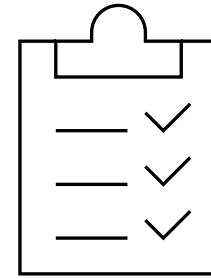
Diversity & Inclusion

Feeling that the organization values diversity & inclusion



Continuous Improvement

Believing that the organization focuses on continuous improvement



Prioritization

Understanding what work projects are most important

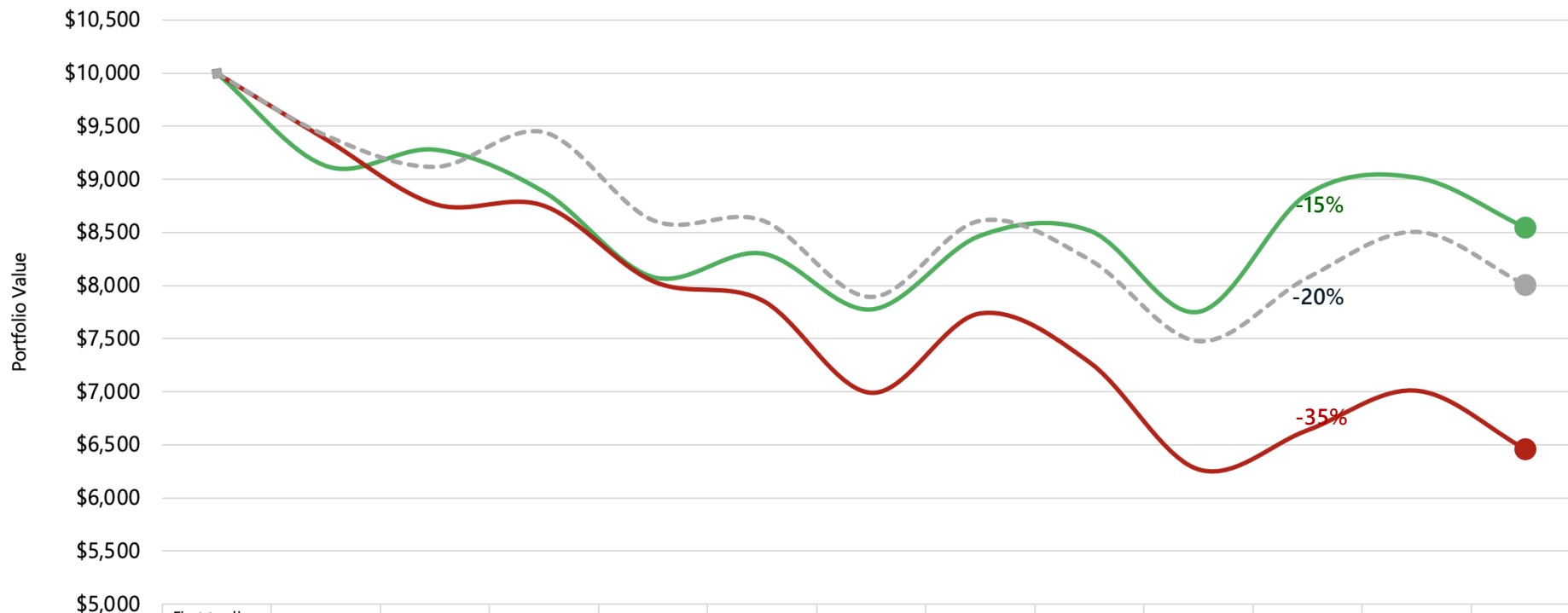


...and many themes remained top drivers of engagement

- Employees feeling a **sense of purpose** are **120%** more likely to recommend their company as a great place to work.
- Those who see **opportunities to grow** are **3x** more likely to say they will remain with the company in two years.
- Individuals who feel **empowered** are **2.4x** more likely to be happy at work.

During a difficult year for financial markets, the most-engaged organizations showed high resilience, even outperforming the broader market in 2022.

2022 Portfolio Returns Comparison Top 10% Highest vs Lowest Scoring Companies (of 2022) vs S&P 500



\$10,000 invested on 2022's first day of trading would have yielded significantly different outcomes across high and low engaged organizations.

On average, each additional point of happiness reported by the workforce correlated with a +\$46,511 difference in market cap per EE.

Engaged employees impact business success

Companies with top Engagement scores have stronger business outcomes



Stock Return
(year-end)
+18ppt

Market Cap per
employee
+69%

Pretax Profit per
employee
+239%

Pretax Profit
Margin
+15ppt

ROCE (Return on
Capital Employed)
+8ppt

ROE (Return on
Equity)
+13ppt



People Success 2.0 Research

Employee Happiness and Success in the New World of Work

Craig Ramsay
Principal People Scientist
March 2023

[Link to Research](#)

What does ‘people success’ look like in the new world of work?

- Researched more than a dozen human motivation and employee engagement models
- Proposed a hypothetical construct and factor-analyzed it with more than 350 million global employee survey feedback data points from across 1,200 companies
- Tested new factors as predictors of key outcomes: retention, productivity, and financial success

...and a new model emerged!!

Source: People Success 2.0 Research, Employee Happiness and Success in the New World of Work, Microsoft, March 2023

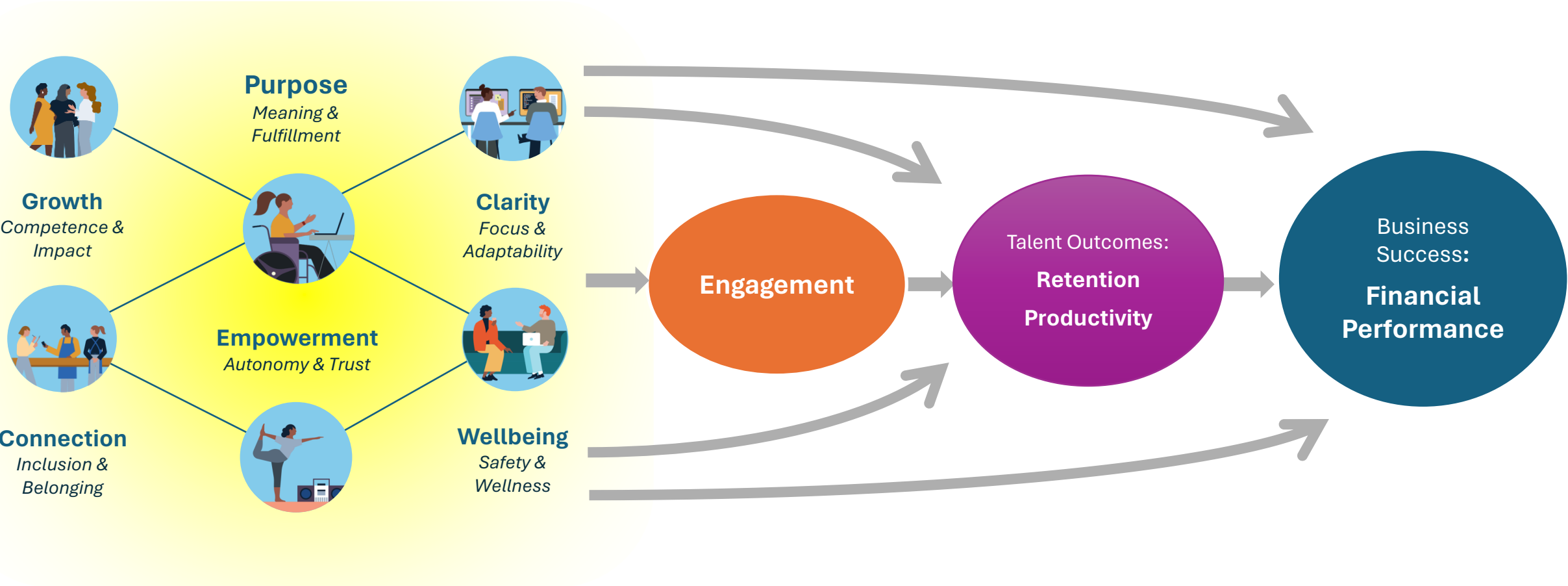
People Science research has proven that when organizations weave these six elements into everyday work life, they can harness what matters most to people to create thriving cultures, people-centric leaders, and engaged employees.

- **Purpose:** I see how I am part of something bigger than myself – how the work I do has a meaningful impact on others and helps drive the organization's success.
- **Growth:** I maximize my strengths, take on challenging work, learn new skills, and diversify my experience to expand my impact and my opportunities.
- **Clarity:** I know what success looks like and how to prioritize. I know when I am on track, and I get regular feedback that helps me change course as needed and make progress towards my goals.
- **Empowerment:** I have access to the information, people, tools and resources to work effectively. I am trusted to make decisions, take risks, and try new approaches in my work.
- **Connection:** I feel a sense of belonging as a uniquely valued, trusted, and integral member of a diverse community of people who appreciate my contributions. I have collaborative and high-quality relationships with my colleagues.
- **Wellbeing:** I am respected and feel safe, secure and equitably treated. I am entrusted with the flexibility to best direct my talents, time, and energy to maintain my health and happiness.

The People Success Elements



The New Engagement Model (2023)



Critical Needs

PS ELEMENT	CRITICAL NEEDS:	
Purpose	<ul style="list-style-type: none"> • Prospects • Strategy • Organizational Impact • Meaningful Work 	<ul style="list-style-type: none"> • Product/Service Excellence • Shared Values • Confidence in Leadership
Growth	<ul style="list-style-type: none"> • Career Goals • Learning Opportunities 	<ul style="list-style-type: none"> • Role Fit
Clarity	<ul style="list-style-type: none"> • Performance Feedback • Current Focus 	<ul style="list-style-type: none"> • Accountability • Shift Direction
Empowerment	<ul style="list-style-type: none"> • Decision Transparency • Work Ownership • Company Information • Change Communications 	<ul style="list-style-type: none"> • Resources • Challenging Status Quo • Risk-Taking • Improvement • Execution
Connection	<ul style="list-style-type: none"> • Coworker Relationships • Collaboration • Dignity/Respect 	<ul style="list-style-type: none"> • Diverse Perspectives • Diversity • Belonging • Recognition
Wellbeing	<ul style="list-style-type: none"> • Wellness • Work-Life Integration • Fair Pay 	<ul style="list-style-type: none"> • Objective Evaluation • Equitable Opportunity

PS ELEMENT: PURPOSE

Meaning and Fulfillment

I see how I am part of something bigger than myself – how the work I do has a meaningful impact on others or helps drive organization success.



Critical Needs for Purpose

PROSPECTS: I feel optimistic about the future of the company, and my own success as a result.

STRATEGY: I know where the company is going and how the company plans to achieve its goals. The plan makes sense to me.

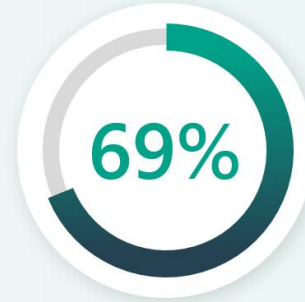
ORGANIZATIONAL IMPACT: I feel like I'm part of something bigger than myself here. I see how I can help the company make a difference through the work I do.

MEANINGFUL WORK: I am doing work that enables me to contribute to my full potential and is meaningful to me, that gives me a sense of purpose, accomplishment, and pride.

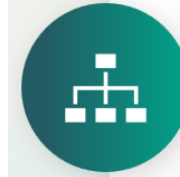
PRODUCT/SERVICE EXCELLENCE: We deliver excellent products and services to our customers and receive positive feedback and success stories about the customer experience.

SHARED VALUES: I strongly identify with the organization's vision, mission, purpose, and values, and see them demonstrated in people's behaviors.

CONFIDENCE IN LEADERSHIP: I trust my leaders. I have faith and confidence in their ability to lead successfully.



Employees who strongly agree that they are excited about the future of their company are **69% more likely** to be engaged at work than those who are not excited about the future of their company.



Aligning organizational strategy with employee performance metrics empowers employees to successfully execute the strategy by clearly matching business goals to employee behavior.



Linking work goals to company goals increases sense of purpose which drives wellbeing, performance and engagement



Organizations that ensure their employees find purpose and meaning in their work have higher team performance, employees that go above and beyond, higher employee commitment to the organization, and higher customer satisfaction.



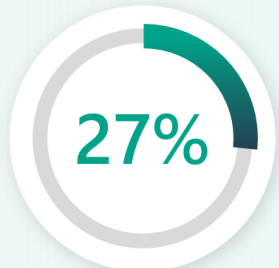
executives believe that a strong sense of shared purpose increases employee satisfaction, business transformation and customer loyalty



Satisfied employees and customers share stories that enhance a company's reputation and increase customer and employee loyalty



Those with high confidence believe in leadership's ability to provide direction and achieve a successful future for the company



employees strongly agree that they believe in their organization's values

PS ELEMENT: CLARITY

Focus and Adaptability

I know what success looks like and how to prioritize. I know when I am on track, and I get regular feedback that helps me change course as needed and make progress towards my goals.



Critical Needs for Clarity

PERFORMANCE FEEDBACK: I receive ongoing and helpful feedback from my manager and my peers that helps me feel successful, stay focused on my priorities, make improvements, and keep doing my best work.

CURRENT FOCUS: I am productive and successful today because I am focusing on the work that is my highest priority.

ACCOUNTABILITY: I know who is responsible for what and how others and I are held accountable for our commitments.

SHIFT DIRECTION: I am supported to understand and embrace changes, adjust emotionally, and take initiative to move in the right direction when faced with new directions and challenges. I don't feel isolated as I attempt to adjust to changes in my work and how I react to organizational changes.



Employees who receive performance-specific feedback are **2x as likely** to believe that they can meet their personal career goals



Employees who do not know what they should be focusing on are **2.6x more likely** to leave their organization than those who do.



Good accountability practices strengthen relations between employees and management, encourage autonomy, foster collaboration skills, and improve employee engagement.



More likelihood of change management success when involving employees in co-creating the strategy and owning implementation.

PS ELEMENT: GROWTH

Competence and Impact

I maximize my strengths, take on challenging work, learn new skills, and diversify my experience to expand my impact and my opportunities.



Critical Needs for Growth

CAREER GOALS: I believe there is a path for me within my organization to achieve my career goals. There is organizational and managerial support for internal mobility. I am provided with resources to help refine and progress my career path.

LEARNING OPPORTUNITIES: I understand and actively pursue new development experiences and opportunities to grow my knowledge, skills, and abilities in new areas and to new levels. There are learning resources and support available so I can acquire new skills and grow at this organization.

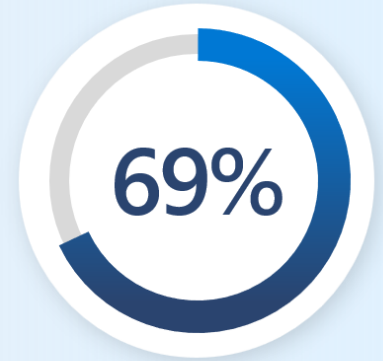
ROLE FIT: The role I perform at my company is leveraging my strengths and using my best skills and abilities.



Providing learning opportunities increases engagement and intentions to stay.



Employees who do not feel supported in exploring roles on other teams are twice as likely to plan on leaving their company in one year, than those who do feel supported.



Of employees agreed they wish they spent more time on professional learning and development.

52% of employees felt being too busy or not having enough time was a top barrier.



Employees who feel their skills are not being put to good use in their current job are **10x more likely** to be looking for a new job.



of employee say that having a mentor (other than their manager) is critical to career success

PS ELEMENT: EMPOWERMENT

Autonomy and Trust

I have access to the information, people, tools and resources to work effectively. I am trusted to make decisions, take risks, and try new approaches in my work.



Critical Needs for Empowerment

DECISION TRANSPARENCY: My company has a transparent and consistent decision-making process. I understand the thought process of those making decisions, and even if I don't agree with them, knowing there is a good process helps me trust my leaders and have faith in their decisions and outcomes.

WORK OWNERSHIP: I have an optimal level of autonomy and involvement in decision making in matters that impact me or my team. I have the authority and trust from my manager and coworkers to make decisions about my job without having to check in first.

COMPANY INFORMATION: Information shared by the company is timely, accurate, transparent, and helpful.

CHANGE COMMUNICATIONS: I learn about important decisions and changes in a timely manner which gives me the information I need to successfully adjust to changes that affect me.

RESOURCES: Resources (time, people, tools, information, knowledge) are available when I need them to get my job done.

CHALLENGING STATUS QUO: My perspective is considered whenever I have alternative ideas or wish to challenge or question any practices, processes, and decisions that don't make sense to me.

RISK-TAKING: I have a safe space to take risks, experiment, try new things, and find alternate ways to work.

IMPROVEMENT: My company puts effort and resources into ongoing improvements that help me and my team successfully get our work done and produce better quality outcomes.

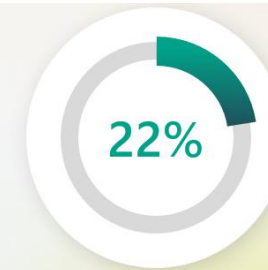
EXECUTION: I can execute my duties and responsibilities without running into roadblocks and with minimal delays. There are actions to remove barriers and install efficiencies that make it easier to execute the work.



Employees who are not satisfied with company communication are 2x more likely to leave their organisation, compared to those who are satisfied.



In the long term, working in a job with high demands and low resources leads to burnout and exhaustion



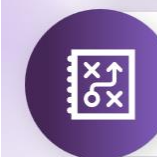
There is a 22% increase in probability of success when employees are actively engaged in change initiatives.



Employees who do not feel encouraged to find new and better ways of getting things done are 2.5x more likely to leave their organization, compared to those who did.



An organization focused on continuous improvement puts its employees in the best position to be effective and successful.



Clear company strategies empower employees to execute their responsibilities by providing timely resources and feedback.

PS ELEMENT: CONNECTION

Inclusion and Belonging

I feel a sense of belonging as a uniquely valued, trusted, and integral member of a diverse community of people who appreciate my contributions. I have collaborative and high-quality relationships with my colleagues.



Critical Needs for Connection

COWORKER RELATIONSHIPS: I feel a human connection with my coworkers, to feel supported in building work relationships that go beyond the tasks at hand. I know what's going on with my coworkers and they understand how I'm doing and what's important to me. I relate to my coworkers as human beings, with lives, interests and passions beyond the "work" conversation.

COLLABORATION: Teams work well together across the organization towards common goals. I feel supported, trusted, and valued for the contributions I bring to team-based work.

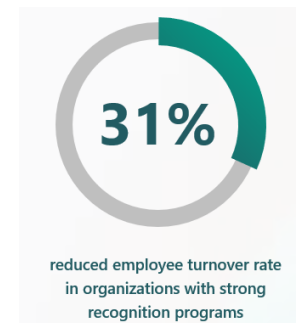
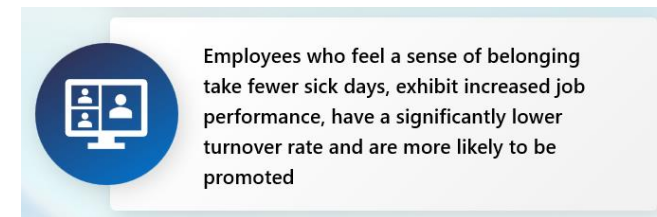
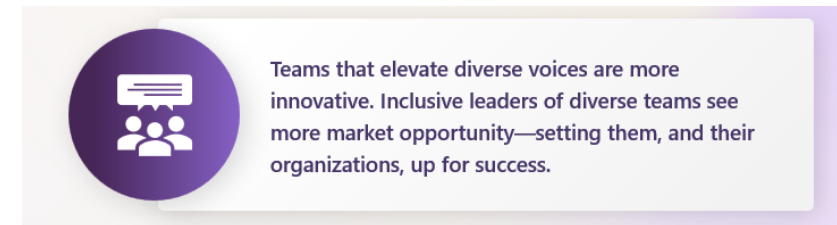
DIGNITY/RESPECT: Employees are treated as human beings in all ways that preserve their sense of dignity and respect, working in an environment free from fear, hostility, judgment, mistreatment, intimidation, intolerance, and prejudicial biases.

DIVERSE PERSPECTIVES: Everyone has the chance to be acknowledged and recognized, honored, and valued for their unique qualities. All kinds of people and their perspectives are valued no matter their background, age, family/marital status, gender, disability, race/color, religion, or sexual orientation.

DIVERSITY: I appreciate the differences people bring to the workplace. I value having coworkers from all sorts of backgrounds.

BELONGING: I feel accepted as an integral and unique member of the team. I am comfortable bringing my whole and real self to work, not having to act or behave differently than who I am to fit in.

RECOGNITION: I achieve important things and am affirmed and acknowledged for my contributions in a way that fits my preferred appreciation style.



PS ELEMENT: WELLBEING

Safety and Wellness

I am respected and feel safe, secure and equitably treated. I am entrusted with the flexibility to best direct my talents, time, and energy to maintain my health and happiness.



Critical Needs for Wellbeing

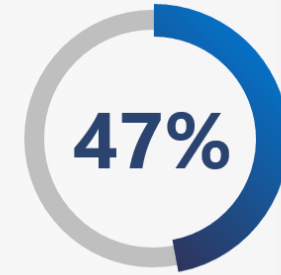
Work Life Integration – I maintain a healthy equilibrium between my roles and obligations at work and in my life outside of work. I have the flexibility to make choices that help me maintain my wellbeing and avoid burnout.

Equitable Opportunity - I receive equitable access to and am given fair and equal consideration for opportunities for advancement, job and project assignments, or any other rewards without being subjected to discrimination or other barriers.

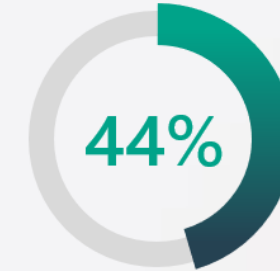
Fair Pay- I am paid fairly and provided with benefits that are competitive with the market value for my job scope and duties. I feel that the organization is not taking advantage of me.

Objective Evaluation – My performance is assessed using objective and fair criteria for the work I've done. I judge the fairness of my evaluation based on a clear and objective understanding of how performance is assessed.

Wellness - I feel physically and psychologically safe, cared for and treated with kindness, empathy and respect. I feel supported through times of significant change and uncertainty.



of employees are more likely to put family and personal life over work, than before the pandemic



of employees say they want more feedback on their performance



Diversity across all levels of an organization has the potential to increase organizational resilience.



Fair pay is related to higher productivity, greater company loyalty, innovation, engagement, improved brand reputation, and investor attraction



Employee wellness is linked to productivity, retention, and overall happiness.

The background features a smooth gradient from dark purple on the left to light pink on the right. A large, semi-circular shape is positioned at the top, filled with a gradient from yellow to pink. The word "Questions?" is centered in a bold, white, sans-serif font.

Questions?

Microsoft & People Science Research Articles

[Microsoft Worklab](#) - Exploring the Science of Work and Ingenuity

[Work Trend Index](#) - Research and data on the trends reshaping the world of work

Examples:

- [There Are No Shortcuts to High Performance](#) - New research shows the value of investing in the challenging, yet important, conditions that impact performance—and AI can help
- [The Art and Science of Working with AI](#)- What business leaders need to know to get their organizations—and their people—ready for a new era of productivity
- [In the Changing Role of the Office, It's All about Moments That Matter](#)- New research highlights three key times when bringing employees and teams together in person creates lasting connection



Thank you!



Appendix

The People Success Elements

Employee Fundamental Needs and Expectations

Purpose

Meaning & Fulfillment

PROSPECTS: I feel optimistic about the future of the company, and my own success as a result.

STRATEGY: I know where the company is going and how the company plans to achieve its goals. The plan makes sense to me.

ORGANIZATIONAL IMPACT: I feel like I'm part of something bigger than myself here. I see how I can help the company make a difference through the work I do.

MEANINGFUL WORK: I am doing work that enables me to contribute to my full potential and is meaningful to me, that gives me a sense of purpose, accomplishment, and pride.

PRODUCT/SERVICE

EXCELLENCE: We deliver excellent products and services to our customers and receive positive feedback and success stories about the customer experience.

SHARED VALUES: I strongly identify with the organization's vision, mission, purpose, and values, and see them demonstrated in people's behaviors.

CONFIDENCE IN LEADERSHIP: I trust my leaders. I have faith and confidence in their ability to lead successfully.

Growth

Competence & Impact

CAREER GOALS: I believe there is a path for me within my organization to achieve my career goals. There is organizational and managerial support for internal mobility. I am provided with resources to help refine and progress my career path.

LEARNING

OPPORTUNITIES: I understand and actively pursue new development experiences and opportunities to grow my knowledge, skills, and abilities in new areas and to new levels. There are learning resources and support available so I can acquire new skills and grow at this organization.

ROLE FIT: The role I perform at my company is leveraging my strengths and using my best skills and abilities.

Clarity

Focus & Adaptability

PERFORMANCE FEEDBACK: I receive ongoing and helpful feedback from my manager and my peers that helps me feel successful, stay focused on my priorities, make improvements, and keep doing my best work.

CURRENT FOCUS: I am productive and successful today because I am focusing on the work that is my highest priority.

ACCOUNTABILITY: I know who is responsible for what and how others and I are held accountable for our commitments.

SHIFT DIRECTION: I am supported to understand and embrace changes, adjust emotionally, and take initiative to move in the right direction when faced with new directions and challenges. I don't feel isolated as I attempt to adjust to changes in my work and how I react to organizational changes.

Empowerment

Autonomy & Trust

DECISION TRANSPARENCY: My company has a transparent and consistent decision-making process. I understand the thought process of those making decisions, and even if I don't agree with them, knowing there is a good process helps me trust my leaders and have faith in their decisions and outcomes.

WORK OWNERSHIP: I have an optimal level of autonomy and involvement in decision making in matters that impact me or my team. I have the authority and trust from my manager and coworkers to make decisions about my job without having to check in first.

COMPANY INFORMATION: Information shared by the company is timely, accurate, transparent, and helpful.

CHANGE COMMUNICATIONS: I learn about important decisions and changes in a timely manner which gives me the information I need to successfully adjust to changes that affect me.

RESOURCES: Resources (time, people, tools, information, knowledge) are available when I need them to get my job done.

CHALLENGING STATUS QUO: My perspective is considered whenever I have alternative ideas or wish to challenge or question any practices, processes, and decisions that don't make sense to me.

RISK-TAKING: I have a safe space to take risks, experiment, try new things, and find alternate ways to work.

IMPROVEMENT: My company puts effort and resources into ongoing improvements that help me and my team successfully get our work done and produce better quality outcomes.

EXECUTION: I am able to execute my duties and responsibilities without running into roadblocks and with minimal delays. There are actions to remove barriers and install efficiencies that make it easier to execute the work.

Connection

Inclusion & Belonging

COWORKER RELATIONSHIPS: I feel a human connection with my coworkers, to feel supported in building work relationships that go beyond the tasks at hand. I know what's going on with my coworkers and they understand how I'm doing and what's important to me. I relate to my coworkers as human beings, with lives, interests and passions beyond the "work" conversation.

COLLABORATION: Teams work well together across the organization towards common goals. I feel supported, trusted, and valued for the contributions I bring to team-based work.

DIGNITY/RESPECT: Employees are treated as human beings in all ways that preserve their sense of dignity and respect, working in an environment free from fear, hostility, judgment, mistreatment, intimidation, intolerance, and prejudicial biases.

DIVERSE PERSPECTIVES: Everyone has the chance to be acknowledged and recognized, honored, and valued for their unique qualities. All kinds of people and their perspectives are valued no matter their background, age, family/marital status, gender, disability, race/color, religion, or sexual orientation.

DIVERSITY: I appreciate the differences people bring to the workplace. I value having coworkers from all sorts of backgrounds.

BELONGING: I feel accepted as an integral and unique member of the team. I am comfortable bringing my whole and real self to work, not having to act or behave differently than who I am to fit in.

RECOGNITION: I achieve important things and am affirmed and acknowledged for my contributions in a way that fits my preferred appreciation style.

Wellbeing

Safety & Wellness

WELLNESS: I feel physically and psychologically safe, cared for and treated with kindness, empathy and respect. I believe that my mental and emotional health, happiness, and other personal needs are important considerations at this company. I feel supported through times of significant change and uncertainty.

WORK-LIFE INTEGRATION: I maintain a healthy equilibrium between my roles and obligations at work and in my life outside of work. I have the flexibility to make choices that help me maintain my wellbeing and avoid burning out.

FAIR PAY: I am paid fairly and provided with benefits that are competitive with the market value for my job scope and duties. I feel that the organization is not taking advantage of me.

OBJECTIVE EVALUATION: My performance is assessed using objective and fair criteria for the work I've done. I judge the fairness of my evaluation based on a clear and objective understanding of how performance is assessed.

EQUITABLE OPPORTUNITY: I receive equitable access to and am given fair and equal consideration for opportunities for advancement, job and project assignments, or any other rewards without being subjected to discrimination or other barriers.

Purpose

"I see how I am part of something bigger than myself – how the work I do has a meaningful impact on others or helps drive organization success."

What should this look like?

- Identifying with the organization's vision, mission, purpose and values
- Feeling optimistic about the future of my organization and its leaders
- Doing work that is meaningful to me
- Feeling proud about how my organizations serves its customers and builds a strong reputation for itself

Key organizational habits to build and strengthen Purpose:

- ✓ Identify the organization's greater purpose and help employees embrace their role in it
- ✓ Communicate the impact the organization is having and share success stories
- ✓ Enable managers (e.g., with talking points, presentation materials etc.) to discuss strategy with their teams

120%

Employees feeling a sense of purpose are **120%** more likely to recommend their company as a great place to work.*

*Glint analysis of global engagement data in 2022

Clarity

"I know what success looks like and how to prioritize. I know when I am on track, and I get regular feedback that helps me change course as needed and make progress towards my goals."

What should this look like?

- Understanding the company direction and my goals
- Knowing what I should be focusing on right now
- Receiving regular feedback from my manager to know how I'm doing, help me improve and easily change course as needed

Key organizational habits to build and strengthen Clarity:

- ✓ Establish clear goals, roles, and priorities for teams and employees
- ✓ Establish a practice of checking in on progress and giving employees regular feedback during one-on-one meetings
- ✓ Implement after action learning reviews upon the completion of major milestones or key stakeholder interactions

54%

Of employees lacking role clarity reported burnout in 2021, compared with **38%** of employees with clarity.*

*Glint-designed survey of 7,662 LinkedIn members administered in November 2021.

Growth

"I maximize my strengths, take on challenging work, learn new skills, and diversify my experience to expand my impact and my opportunities."

What should this look like?

- Having opportunities for learning and developing skills
- Playing to my strengths in my role
- Feeling challenged in the work that I do
- Mentoring/ Sponsorship from my manager/colleagues or the wider organization
- Achieving/making progress towards my career goals
- Being able move roles/teams/departments for my own development without resistance

Key organizational habits to build and strengthen Growth:

- ✓ Provide transparency on roles, levels, criteria and skills needed to move to desired roles
- ✓ Train leaders on coaching employees and developing skills within their teams
- ✓ Create connections between mentors and employees, especially for those who may be underrepresented

3x

Employees who see opportunities to grow are **3x** more likely to say they will remain with the company in two years' time.*

*Glint analysis of global engagement data in 2020.

Empowerment

"I have access to the information, people, tools and resources to work effectively. I am trusted to make decisions, take risks, and try new approaches in my work."

What should this look like?

- Having the resources (time, people, tools, information, knowledge) I need to perform my best work
- Feeling involved in decision making and trusted to work independently
- Having a safe space to take risks and to find new ways to do my work

Key organizational habits to build and strengthen Empowerment:

- ✓ Encourage managers to identify top three roadblocks for their teams and work to remove them
- ✓ Find ways to streamline processes, create more autonomy and delegate authority to the lowest levels in the organization
- ✓ Recognize and reward risk-taking and learning from failure

2.4x

Employees empowered at work are **2.4x** more likely to be happy at work.*

*Glint analysis of global engagement data in 2022

Connection

"I feel a sense of belonging as a uniquely valued, trusted, and integral member of a diverse community of people who appreciate my contributions. I have collaborative and high-quality relationships with my colleagues."

What should this look like?

- Feeling like I belong
- Good quality relationships with my manager and my team
- Collaborating well across the teams I work with
- Feeling heard by leaders and trusting in leadership
- Feeling appreciated and recognized for the work I do

Key organizational habits to build and strengthen Connection:

- ✓ Analyze survey results to identify underrepresented groups who report lower feelings of belonging
- ✓ Set up team to team connection activities to build relationships and understanding between teams
- ✓ Encourage managers to build a team environment that is open and values diverse perspectives

6x

Employees with a strong sense of Belonging are **6x** more likely to be engaged.*

*Glint analysis of global engagement data in 2020

Wellbeing

"I am respected and feel safe, secure and equitably treated. I am entrusted with the flexibility to best direct my talents, time, and energy to maintain my health and happiness."

What should this look like?

- Equity, fairness and equal opportunity in all aspects of my employee experience
- Feeling supported in my wellbeing
- Feeling cared for as a person
- Feeling physically safe at work
- Flexibility in how/where/when I work
- Living wage / fair pay and benefits

Key organizational habits to build and strengthen Wellbeing:

- ✓ Listen to employees' needs around well-being and design personalized offerings to meet the needs of a diverse workforce
- ✓ Encourage managers to set boundaries in a hybrid/virtual world and check in regularly with employees
- ✓ Review pay/benefits and HR practices to identify and eliminate inherent biases

3.7x

Employees who feel cared for at work are **3.7x** more likely to recommend working for their company.*

This likelihood has increased **49%** since the onset of the pandemic.

*Glint analysis of global engagement data in 2021