Trust

is a key driver of workplace wellbeing

Trust fosters a safe work environment where employees feel supported and valued. Employees who trust their organisation, managers, and co-workers are more likely to express their ideas, feel encouraged to innovate and collaborate, exhibit higher levels of organisational commitment and job satisfaction, and manage stress more effectively.

Practice Corporate Social Responsibility (CSR)

Studies show that employees of companies that practice Corporate Social Responsibility (CSR), such as donating to charities or investing in social programmes, exhibit higher levels of organisational trust and job satisfaction, which are known drivers of retention.[1,2]

CSR activities can demonstrate to employees that their organisation cares about more than just profits, which can improve employee-management relations. The potential impact of CSR on employee's organisational trust and wellbeing will depend on the type of CSR initiative pursued in relation to the company's core business activities,[3] and the extent to which employees have a voice in CSR decision-making.[4,5]
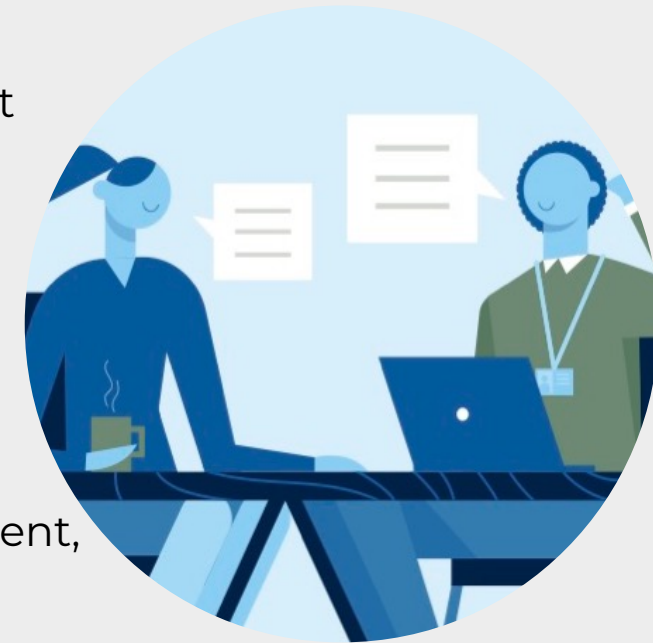
Sources:
1. Dhanesh (2014)
2. Lee et al. (2013)
3. Lee et al. (2012)
4. Breeze and Wiepking (2020)
5. Hejjas et al. (2019)

Create a climate of psychological safety

Employees who feel a high sense of psychological safety (PS) in their work environment are more likely to share ideas, ask questions, and voice concerns.[1] Studies show that trust is a critical component of PS and in turn, a strong catalyst for work engagement and mental wellbeing.[2]

PS is especially important for driving wellbeing and productivity among *teams*.

o PS helps remote working teams navigate challenges associated with dispersion more efficiently.[3]

o PS helps diverse teams find common ground, build inclusion, and spark engagement, especially for minority workers.[4]

o Hosting 1:1 meetings to discuss how you can improve the way you work can improve a sense of psychological safety.[5]

Sources:
1. Edmondson (2019)
2. May et al. (2004)
3. Gibson and Gibbs (2006)
4. Bradley et al. (2014)
5. Castro et al. (2022)

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Trust
Interventions

Establish multiple communication channels

Effective communication is the cornerstone of trust. Organisations should aim to establish multiple open lines of communication across and within teams to ensure that employees will receive timely and relevant information and in return, can raise their own questions or concerns.

Regular, transparent, and forthcoming communication is an effective way for managers to establish trust, especially among employees who perceive there to be high power imbalance and for those who work remotely.[1, 2] Furthermore, reliable information-sharing strongly influences employees' perception of workplace fairness. Failure to share critical information can result in negative attitudes, low job satisfaction, and employee turnover.[3,4]

Sources:
1. Young and Daniel (2003)
2. Willemyns et al. (2003)
3. Albrecht and Travaglione (2003)
4. Herr et al. (2020)

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Trust
Interventions

Facilitate collaboration to build coworker trust

Employees often build informal social groups based on shared background characteristics such as race, ethnicity, or native language. Thus, facilitating collaboration across teams can improve coworker communication, trust, and business performance.

Offering vocational training courses, team-building workshops, regular meetings, and social events are effective interventions for facilitating a more collaborative and inclusive work environment where employees feel a sense of belonging.[1] Formalising these groups into Employee Resource Groups with the mission of building inclusivity can improve mental health and wellbeing.[2] (See section on **Inclusion and Belonging**).

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1. Smith et al. (2013)
2. Medium.com

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Making the most of this resource

The Work Wellbeing Playbook is a concise guide derived from a systematic literature review of workplace wellbeing interventions. It offers a high-level summary of evidence-based interventions categorised by 12 key drivers of workplace wellbeing, distilled from over 3,000 academic studies.

Aimed at busy professionals, it provides accessible insights to improve employee wellbeing.

This playbook builds upon the World Wellbeing Movement's science-based recommendations for how to measure both **_how_ employees are feeling at work**, and **_why_ they are feeling that way**. You can then use the Work Wellbeing Playbook to address the areas for improvement within your organisation.

Business leaders are recommended to keep diversity top of mind when leveraging the playbook to craft a **holistic** employee wellbeing strategy for their organisation. While no single intervention guarantees success, combining multiple interventions across various levels and drivers of wellbeing can yield positive results for organisations.