



Appreciation

is a key driver of workplace
wellbeing

Expressions and actions of ***genuine appreciation*** can have a profound impact on your employees and co-workers' wellbeing. This simple action has been associated with numerous evidence-based wellbeing benefits for employees including increased job satisfaction, lower burnout, improved daily emotions, and stronger co-worker relationships.



Appreciation Interventions



Cultivate a culture of recognition

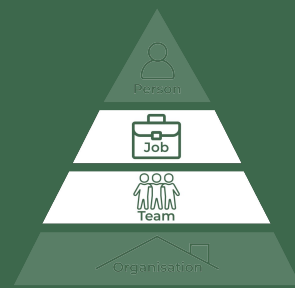
Employee recognition can come from multiple sources:
the organisation, manager, peer, customer, patient, or even themselves.

Recognising both team and individual performance can reduce work-related stress by enhancing workplace collaboration and trust, while fostering a sense of belonging and organisational commitment.¹



- Encourage peer-recognition and self-recognition.^{2,3}
- Seek feedback from clients, customers or patients and celebrate positive reviews.³
- Encourage managers to lead by example by making time in their team's work schedule to come together for the purpose of expressing gratitude towards one another.⁴

Appreciation Interventions



Be SAGE in how you deliver recognition

Employee recognition must be thoughtfully delivered to improve workplace wellbeing. Failure to do so can result in unintended negative consequences arising from conflict, inequality or a sense of injustice.

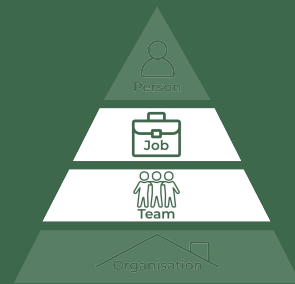
Therefore, effective recognition should be SAGE:

- **Specific** about what the employee is being recognised for;
- **Appropriate** in terms of delivery timing, setting, and mode of communication;
- **Genuine**, authentic, and sincere; and
- **Equitably** distributed across the workforce (ensuring remote, hybrid and independent workers are not overlooked)





Appreciation Interventions



Reward employees for their effort

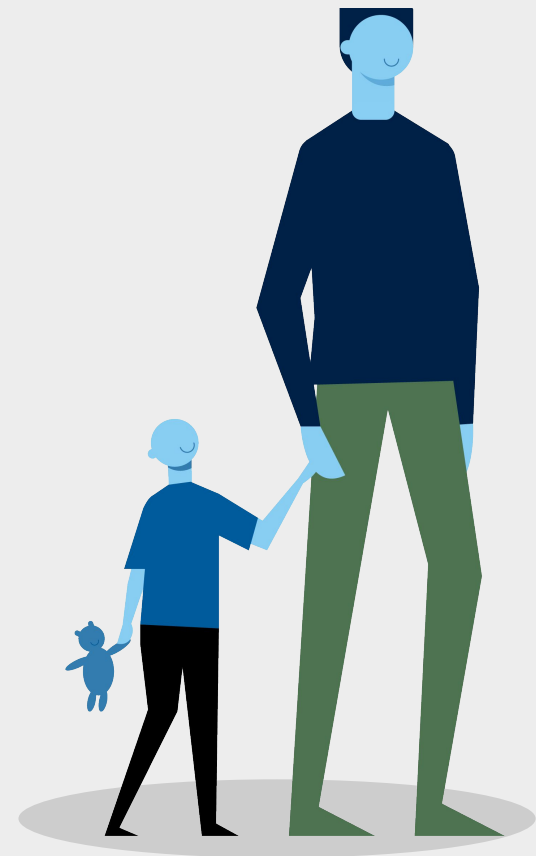
Rewarding employees for their work contributions is a valuable form of recognition that can play a role in protecting their wellbeing. **Monetary** rewards can off-set the negative impacts of demanding, repetitive, monotonous or less immediately rewarding work.^{5,6,7}

Non-monetary rewards and benefits such as flexible working options and paid volunteer days off can improve employee autonomy and work-life balance.^{8,9}



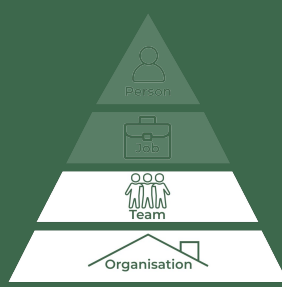
Key considerations:

- Consider employees' motivational needs when designing reward systems. Team based rewards encourage collaboration and avoids overly competitive behaviours
- Evaluate the impact of rewards on employees to ensure that they do not increase work-related pressure, competition, or inequality.





Appreciation Interventions



Prioritise decency, kindness and civility

Employee recognition programmes can have a greater impact on employee wellbeing in organisations that have a strong culture of decency, kindness, and civility. The former CEO of Mastercard, Ajay Banga, coined the term “Decency Quotient” (DQ):

“DQ implies a person has not only empathy for employees and colleagues but also the genuine desire to care for them. DQ means wanting something positive for everyone in the workplace and ensuring everyone feels respected and valued. DQ is evident in daily interactions with others. DQ implies a focus on doing right by others.”¹⁰

Psychiatrist Dr. Kelli Harding’s research reveals that kindness and human connection can positively impact our physical and mental health beyond traditional medicine. She suggests that having a good manager is just as critical as having a good doctor to avoid disease.¹¹





Appreciation

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Appreciation

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Making the most of this resource

1 Measure

Conduct an employee survey to assess four core dimensions of employee wellbeing: **job satisfaction, happiness, stress, and sense of purpose.**

Collectively, these provide a scientifically validated, multidimensional view of how employees experience work.

Equally important, organisations should measure **the drivers of workplace wellbeing** - the underlying working conditions, relationships, and organisational factors that shape those experiences.

2 Understand

Once you've got the data, the next step is to **identify which drivers most strongly predict wellbeing outcomes within your organisation.**

Workplace wellbeing is multidimensional, shaped by a range of drivers, but not all drivers exert equal influence in every context.

By applying **data analysis at scale**, organisations can uncover which factors most powerfully explain wellbeing within their organisation.

3 Act

Once you have identified your priority drivers, the next task is to **select and implement interventions** that address them effectively.

The Playbook provides a curated selection of **evidence-based interventions** to help you act with confidence to choose interventions that are both empirically grounded and contextually feasible.

Don't forget to build **evaluation** plans into your intervention design.



Read [our guidance](#) document before getting started, to ensure you get the most out of the resources.

Sharing this resource



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Appreciation

is just one key driver of
workplace wellbeing

These are just some of many evidence-based interventions recommended in the Work Wellbeing Playbook.



All recommendations and academic citations, organised by driver, are available for free on our website:

www.worldwellbeingmovement.org/playbook