



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}

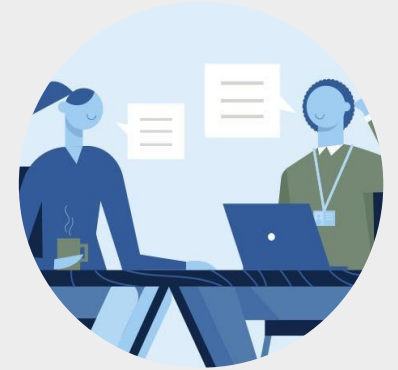
CSR activities can demonstrate to employees that their organisation cares about more than just profits, which can improve employee-management relations. The potential impact of CSR on employee's organisational trust and wellbeing will depend on the type of CSR initiative pursued in relation to the company's core business activities,³ and the extent to which employees have a voice in CSR decision-making.^{4,5}



Create a climate of psychological safety



Psychological safety is a team climate where people feel respected, included, and empowered to speak up - to share ideas, ask questions, raise concerns, or admit mistakes - without fear of blame or negative consequences. It enables open communication, learning, and accountability, which drive innovation, agility, and high performance.⁶



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.⁷ Studies show that trust is a critical component of PS and in turn, a strong catalyst for work engagement and mental wellbeing.⁸

PS is especially important for driving wellbeing and productivity among teams:

- PS helps remote working teams navigate challenges associated with dispersion more efficiently.⁹
- PS helps diverse teams find common ground, build inclusion, and spark engagement, especially for minority workers.¹⁰
- Hosting 1:1 meetings to discuss how you can improve the way you work can improve a sense of PS.¹¹

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.^{12,13} 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.^{14,15}

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.¹⁶ Formalising these groups into Employee Resource Groups with the mission of building inclusivity can improve mental health and wellbeing.¹⁷





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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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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