Work Wellbeing Playbook 2.0

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World Wellbeing Movement

UNIVERSITY OF OXFORD

Wellbeing Research Centre

Work Wellbeing Interventions

The Work Wellbeing Playbook is a concise guide that distils insights from a large-scale systematic literature review of workplace wellbeing interventions. It presents high level insights in an accessible, and plain English format for ease-of use.

With support from Indeed, and in collaboration with our academic partner at the University of Oxford's Wellbeing Research Centre, the World Wellbeing Movement has curated this Playbook of evidence-based interventions categorised by 12 key drivers of workplace wellbeing.

The researchers reviewed more than 3,000 academic studies of workplace wellbeing interventions to identify strategies proven to increase the wellbeing of employees across diverse work environments. Recognising that business leaders often face time constraints, we have condensed the key insights into this open-access resource and distilled them into an accessible, high-level summary to support busy professionals.

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 - just like the Indeed Work Wellbeing Score, also created alongside experts from the Wellbeing Research Centre, does. Once you have collected the data, you can then use this 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. When choosing interventions, employers should consider factors such as their workplace environment, industry, geographical location, and the unique needs of their employees.

Although there is no magic formula, and all interventions have their limitations, many companies start to affect positive change when they combine multiple interventions (*organisational-level interventions, group-level interventions and individual-level interventions)* across multiple drivers of employee wellbeing.

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Improving work with the Work Wellbeing Playbook

Watch and read how we created the Playbook.

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Stages to achieve impactful and sustainable results

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.

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What’s new?

Our new-and-improved Work Wellbeing Playbook is designed to democratise access to high-end research insights so that leaders everywhere are equipped to improve workplace wellbeing at scale. We’ve listened to feedback from those who have used and benefitted from our Playbook to date and made some changes to make the Playbook better than ever.

By categorising workplace wellbeing drivers into the DRIVER acronym, we’ve made navigating the Playbook even easier:

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D	R	I	V	E	R
Development and security	Relationships	Independence and flexibility	Variety and fulfilment	Earnings and benefits	Risk, health, and safety
Achievement	Appreciation	Flexibility	Energy	Compensation	Stress
Learning	Inclusion & Belonging	Employee Voice	Purpose		Workload Pressures
Job Security	Support	Operational Design *Coming April 2026*			
	Trust	Autonomy			
	Management				
	Leadership *Coming March 2026*				

We've added evidence on six new drivers, to be released over the coming months, and used the latest scientific evidence to make some updates to our existing drivers. The Playbook is now a living review, and will be updated as the science evolves.

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Take a holistic approach

Business leaders must aim to craft holistic work wellbeing strategies, combining multiple interventions (organisational-level, group-level, and individual-level) across multiple drivers of employee wellbeing.

As the UK's National Institute for Health and Care Excellence (NICE) recommends, you should *"adopt a preventative and proactive strategic approach to mental wellbeing at your organisation"*, where organisational-level approaches are the *"foundation for good mental wellbeing*", followed by individual-level approaches.

Our framework for evaluating studies included an examination of the level of each intervention:

- **Person**: Individual competencies, knowledge, skills, attitudes, mindset, behaviour, and emotions.
- **Job**: Encompassing the nature and content of an individual's work such as their job role, job design, working relationships, and degree of autonomy.
- **Team**: Group or team dynamics, working conditions, roles and responsibilities.
- **Organisation**: Organisational culture, environment, structure, systems, processes, policies, and programmes.

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Our Authors

We continue to work with our academic partners at the Wellbeing Research Centre at the University of Oxford to draw on interdisciplinary expertise in developing our model of workplace wellbeing and the interventions that make up the Work Wellbeing Playbook.

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Sharing this resource

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