

Wellbeing at Work

Dynamic Briefing

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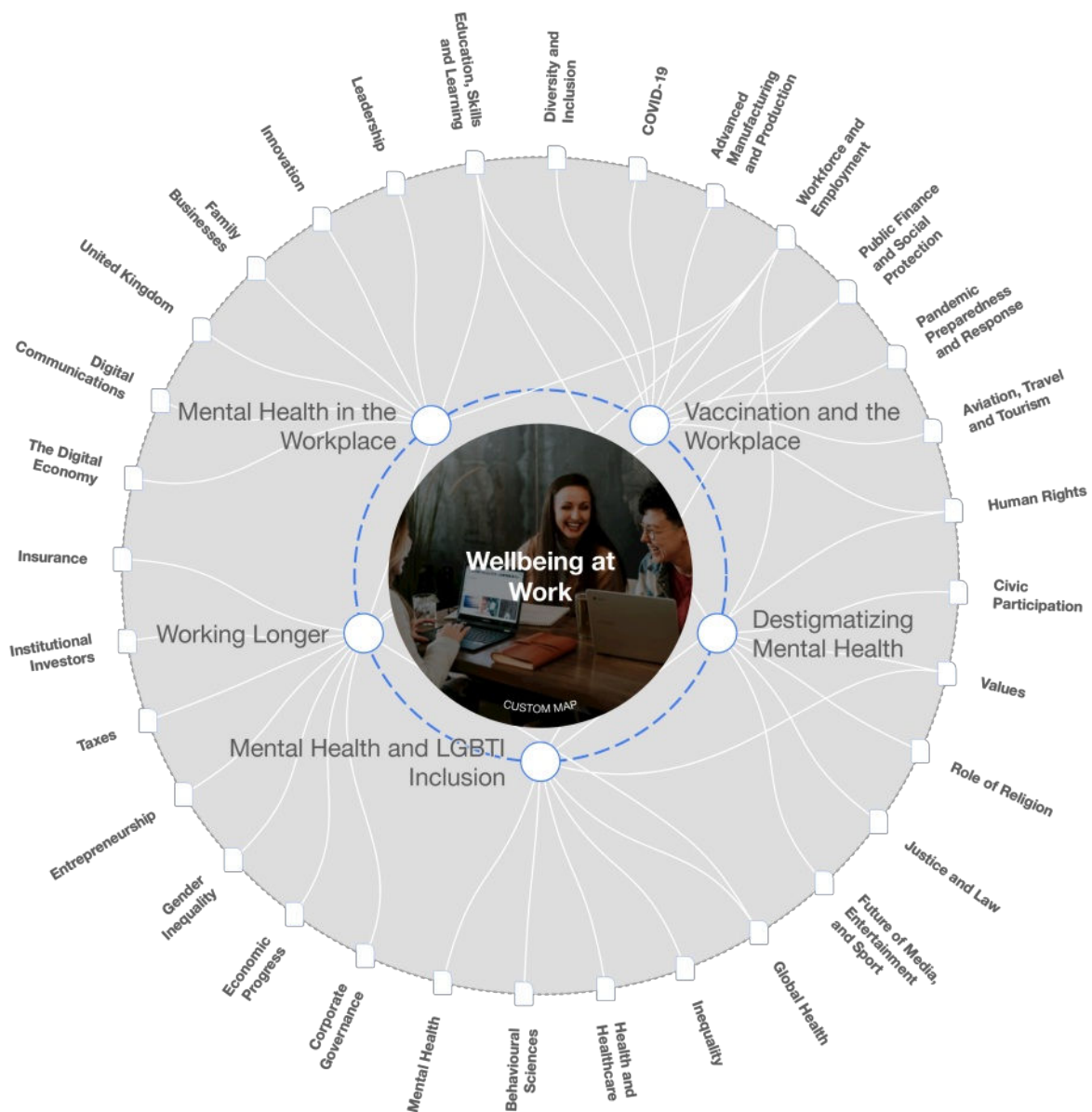


Wellbeing at Work

Last review on Fri 14 May 2021

About

This dynamic briefing draws on the collective intelligence of the Forum network to explore the key trends, interconnections and interdependencies between industry, regional and global issues. In the briefing, you will find a visual representation of this topic (Transformation Map – interactive version available online via intelligence.weforum.org), an overview and the key trends affecting it, along with summaries and links to the latest research and analysis on each of the trends. Briefings for countries also include the relevant data from the Forum's benchmarking indices. The content is continuously updated with the latest thinking of leaders and experts from across the Forum network, and with insights from Forum meetings, projects communities and activities.



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Executive summary

Wellbeing at Work

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Working Longer

Governments need to encourage and support greater work opportunities for older people

In the past 50 years, the average working life in developed countries has changed drastically. Once-predictable career patterns have shifted dramatically, re-drawing the traditional route of education, work, child-rearing, and retiring. While most people still complete their education in their late teens or early twenties before entering the workforce, many now find periods of retraining and reskilling necessary. Women have entered the workforce in larger numbers, shifting societal norms as they become essential income providers, and people who once could have planned on a 30-to-40-year career with one company now frequently work for multiple employers. The gig and informal work economies have grown rapidly, potentially becoming the preferred (or necessary) mode for larger portions of workforces. Many countries, faced with ageing demographics, are looking to raise retirement ages and expand working lives. Some people are working longer because they find themselves ill-prepared for retirement, while others continue because they find purpose in their jobs. Still others leave the workforce early, due to disability or unanticipated job losses. All of these seismic shifts have blurred the lines between education, work, retirement, and personal life.

As a result, governments, employers, and workers themselves have struggled to find a reassuring way forward. More and more career paths will likely require increasingly frequent periods of adult education and reskilling, and while family-friendly work environments are not a new idea, the concept needs to become standard practice. However, the gig and informal work economy raises questions about how best to provide people with access to benefits including training - which have been traditionally provided by full-time employers. Governments need to create policies and practices that encourage and support greater work opportunities for older people and enable them to work longer if desired. They can start by addressing the barriers to keeping older people in the workforce, such as age discrimination and the cost of healthcare and retirement plans. In general, people will likely have to be more realistic about their personal role in ensuring they are well prepared for retirement. As many societies age, the ability and willingness to put the systems and structures in place to help navigate the shifting dynamics of work will be a major factor in enabling well-being.

Related insight areas: [Global Health](#), [Corporate Governance](#), [Public Finance and Social Protection](#), [Insurance](#), [Institutional Investors](#), [Education](#), [Skills and Learning](#), [Taxes](#), [Economic Progress](#), [Workforce and Employment](#), [Gender Inequality](#), [Entrepreneurship](#)



MIT Sloan Management Review

Five Ways Managers Can Help Prevent Quiet Quitting

27 September 2022

By now, you're likely acquainted with the term quiet quitting . Informally defined in a 17-second TikTok video by user Zaid Khan, quiet quitting refers to restricting efforts at work and not going above and beyond one's job duties. The video quickly launched the term into the business zeitgeist — where it's found surprising staying power. I'll admit that when any trend or meme takes hold like this, I'm always a bit skeptical. I'm not alone; much of the pushback on quiet quitting has boiled down to "what's new about this?" after all, people have always coasted at work.

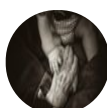


London School of Economics and Political Science

Progressive pension systems can help tackle inequality caused by job instability

26 September 2022

Job stability varies drastically between individuals, with some people staying in jobs for an extended period of time, and others frequently losing their jobs. As Leanne Nam writes, this heterogeneity can be an important source of inequality that often goes under the radar of governments. Drawing on a new study, she illustrates how progressive pension ... Continued.



LSE Business Review

Reforming pensions to protect adequate and sustainable benefits

06 September 2022

Pension design is a challenge for many countries. Additionally, many people make bad choices, not saving enough, making bad investment decisions, paying high administrative charges, and/or retiring too soon. Nicholas Barr writes that exposure to risk must decline with age, changes must be phased in gradually, and there must be no shocks for workers close to retirement. ... Continued.



RAND Corporation

Improving the Department of the Army's Marketing for Recruitment, Hiring, and Retention of Civilians in Critical Occupations

11 August 2022

This report presents the results of analyses intended to help the Army assess and strengthen its ability to attract high-quality applicants to its civilian workforce and to retain high-quality Army civilian employees.

Vaccination and the Workplace

Workers subjected to extensive social contact and mobility should be first in line for COVID-19 vaccinations

Workplace settings can determine the spread of infectious disease. Some of the most affected workplaces during the COVID-19 pandemic have been hospitals and nursing homes, and meatpacking plants where employees are in close quarters for long shifts. As of June 2020, according to estimates, nearly 1,000 COVID-19 deaths had been reported among healthcare workers in the US alone, and nursing and long-term care facilities have registered COVID-19 fatalities among residents and staff that account for a third of that country's total death toll. In July 2020, as Africa was anticipating an uptick in reported cases, more than 11,000 healthcare workers had already been reported as infected across multiple countries there. Protecting frontline workers is essential, and as COVID-19 vaccines become available healthcare workers are likely to be the first in line in many places. Those working in the meatpacking industry and in similar sectors should also be given priority. While the US has seen thousands of confirmed cases of COVID-19 among workers at meat and poultry processing facilities, the disease has also had a heavy impact on plants in countries including Spain, Brazil, and Australia.

Any workplace that involves large gatherings of people or high levels of mobility, such as in the military or travel industry, are at higher risk of disease spread. Bus drivers, railway workers, airline staff, truck drivers and everyone they come into contact with during work hours are key populations for vaccinating against not just COVID-19 but also influenza and measles. Vaccination in these settings is a crucial and invaluable investment. Theme parks provide a perfect opportunity for infectious disease outbreaks; a measles outbreak at Disneyland in California in 2015, for example, ultimately spread to three other US states, Mexico, and Canada. Schools are also a workplace where students and staff can be vulnerable. In Israel, after they started to reopen schools following a long closure in July 2020 with social distancing and mask measures in place, officials nonetheless reported that despite the protections more than 150 students and dozens of staff members were found to be infected. Teachers suffered the most, and some were hospitalized, in an instance where COVID-19 vaccination in the workplace could not only have protected people but also enabled education to continue.

Related insight areas: [Pandemic Preparedness and Response](#), [Education, Skills and Learning](#), [Aviation, Travel and Tourism](#), [Public Finance and Social Protection](#), [Diversity and Inclusion](#), [Manufacturing, Workforce and Employment](#), [Human Rights](#), [COVID-19](#)



VoxEU

Incentivising COVID-19 vaccine adoption

01 October 2022

While the COVID-19 pandemic continues, it is an urgent public health mission to increase COVID-19 vaccination uptake. This column discusses the relative effectiveness of alternative monetary and nonmonetary measures in motivating vaccination. Based on survey data collected in September-October 2021 in the US, the authors find that job loss or increased insurance premiums were more effective incentives to increase willingness to get vaccinated than monetary rewards.



RAND Corporation

Belief Correlations with Parental Vaccine Hesitancy

17 August 2022

We conducted a nationally representative survey of parents' beliefs and self-reported behaviors regarding childhood vaccinations. Using Bayesian selection among multivariate models, we found that beliefs, even those without any vaccine or health content, predicted vaccine-hesitant behaviors better than demographics, social network effects, or scientific reasoning. The multivariate structure of beliefs combined many types of ideation that included concerns about both conspiracies and side effects. Although they are not strongly related to vaccine-hesitant behavior, demographics were key predictors of beliefs. Our results support some of the previously proposed pro-vaccination messaging strategies and suggest some new strategies not previously considered.



RAND Corporation

Association Among Trust in Health Care Providers, Friends, and Family, and Vaccine Hesitancy

17 August 2022

A health care provider's vaccination recommendation is one of the most important factors influencing parents' decisions about whether to vaccinate their children. Unfortunately, vaccine hesitancy is associated with mistrust of health care providers and the medical system. We conducted a survey of 2,440 adults through the RAND American Life Panel in 2019. Respondents were asked to rate their trust in pediatricians, OB/GYNs, doulas, midwives, lactation consultants, friends and family for information about childhood vaccines. Vaccine hesitancy was associated with: (1) lower overall trust; (2) reduced trust in OB/GYNs and pediatricians and greater trust in doulas, midwives, and lactation consultants; and (3) greater trust in friends and family.



London School of Economics and Political Science

Current livestock immunisation strategies have not unlocked the full potential of animal vaccines

05 August 2022

On the day of vaccine delivery, it is crucial that infrastructure like crushes to restrain animals is in place, as it can be difficult to hold them still. In some areas, communities without crushes are forced to build them or take their animals to an area providing this service. Additionally, the quantity of available vaccines and vaccinating officers also influence the number of livestock keepers that can access services. The availability of fewer officers translates to extended waiting times, whereas a limited vaccine supply results in some livestock keepers missing out and therefore developing or perpetuating a negative perception of vaccine delivery campaigns. Livestock keepers may also feel antagonised if inadequate time to vaccinate the presented animals is allocated.

Mental Health and LGBTI

LGBTI people suffer disproportionately from mental health issues

Several studies have found that lesbian, gay, and bisexual people run a higher risk of developing mental disorders like depression and anxiety, suicidal ideation, and deliberate self-harm relative to the heterosexual population. Some have found that transgender people are also at higher risk of mental health issues including suicide; a study published by the American Foundation for Suicide Prevention and the Williams Institute at UCLA School of Law found that 41% of transgender respondents in the US reported having attempted suicide, compared with 4.6% of the general population. More data is needed about the general mental health situation for intersex people, though studies have shown that they, too, are at a higher risk of mental health issues. The mental health disparities affecting many LGBTI people reflect their lived reality of discrimination, hatred, stigma, violence, and structural prejudice. One study conducted by the Danish Research Institute for Suicide Prevention together with researchers from Stockholm University compared suicide rates for people in same-sex relationships, and those in heterosexual relationships, both before and after Denmark and Sweden allowed same-sex civil unions and then same-sex marriage.

According to the study, suicides among people in same-sex unions fell by 46% following the policy change, compared with just 28% for people in heterosexual relationships - likely due to reduced stigma. A lack of social support has been found to have a strong association with suicide ideation among LGBTI people. Conversion practices intended to forcibly change or suppress a person's sexual orientation, gender identity, or gender expression continue to occur in many countries, according to reports published by OutRight Action International and the UN Independent Expert on sexual orientation and gender identity. Conversion practices do not work and can cause deep, lasting trauma. About a dozen countries have introduced bans on certain forms of conversion practices, including those conducted by licensed health practitioners. Many medical and mental health organizations have denounced conversion practices as a form of pseudoscience that violates medical ethics and can cause harm, and activists in a number of countries are urging governments to address the underlying social stigma and discrimination that drives conversion practices, to prohibit at least some forms of conversion practices, and to provide affirming mental health care to survivors.

Related insight areas: [Health and Healthcare](#), [Global Health](#), [Public Finance and Social Protection](#), [Values](#), [Mental Health](#), [Human Rights](#), [Behavioural Sciences](#), [Inequality](#)



Pew Research Center

Gay or bisexual men express concern about monkeypox, are critical of government's response

22 September 2022

A man gets the monkeypox vaccine in Encino, California, on Sept. 8, 2022. (Sarah Reingewirtz/MediaNews Group/Los Angeles Daily News via Getty Images) Survey respondents who describe themselves as gay or bisexual men are especially concerned about the monkeypox outbreak and offer a more negative appraisal of the U.S. government's response than straight men, according to a new Pew Research Center survey. Men who describe themselves as gay or bisexual are also more likely to say they have received or intend to get a monkeypox vaccine. The United States declared monkeypox a public health emergency on Aug. 4 as cases spread throughout the country following the first reported case on May 17.



London School of Economics and Political Science

Kansas' vote to maintain abortion access shows the state is less red than many think

08 September 2022

Following the US Supreme Court's Dobbs v. Jackson Women's Health Organization decision, Kansans have voted against a ballot measure that would have removed abortion rights from the state's constitution. Alesha E Doan argues that this vote is not as shocking as some pundits and news outlets have suggested, as there is a mismatch between the state's more progressive electorate and [...].



London School of Economics and Political Science

Book Review: Underflows: Queer Trans Ecologies and River Justice by Cleo Wölfle Hazard

31 July 2022

In Underflows: Queer Trans Ecologies and River Justice, Cleo Wölfle Hazard explores the hydrological, cultural and epistemological dynamics of public imaginaries of water and water-related networks through a queer and trans orientation to the world. Covering an impressive swath of ground, this book presents insightful and challenging departures in theory and methodology and is a worthwhile read for ecological scientists and social theorists [...].

Destigmatizing Mental Health

The general population must become more willing to openly address mental illness

As much as 85% of the people living in low- and middle-income countries who suffer from mental disorders, and as much as half of the people suffering from these disorders in high-income countries, receive no related treatment, according to the World Health Organization. Stigma and discrimination can result in a lack of access to care and services related to mental health, according to WHO fact sheet published in 2018, and people with psychosis are at high risk of exposure to human rights violations including long-term confinement in institutions. The stigma attached to mental illness functions in the same way as racism or sexism, according to a co-author of Ending Discrimination Against People with Mental and Substance Use Disorders: The Evidence for Stigma Change, a report published by the National Academies Press in 2016. According to the report, examples of institutionalized stigma in the US include limits on people with mental illness when it comes to serving on a jury or running for public office. People with mental disorders are also overrepresented in the US criminal justice system (both a consequence and a source of stigma), according to the report.

Most people who have to live with mental illness have at some point been blamed for their condition, according to the National Alliance on Mental Illness; their symptoms have been dismissed as a “phase,” and they have been discriminated against in violation of the law. The NAMI recommends several ways of fighting mental health stigma: talking openly about mental health; educating yourself and others about peoples’ experiences with mental illness; being conscious of the language used to talk about mental illness; encouraging people to equate mental illness with disease; showing compassion for those with mental illness (for example by engaging with homeless people struggling with mental illness); choosing empowerment over shame; being honest about the treatment received for mental illness; avoiding “self stigma” (by being as productive a member of society as possible), and by letting the media know when they have stigmatized mental illness via storylines or ignorant comments. In 2015, researchers from the University of Florida published results of a study on mental health de-stigmatization showing that negative perceptions based on a lack of information often fuel a fear of mental illness sufferers. These negative perceptions often came from negative portrayals of mental illnesses suffers in the media, according to the study.

Related insight areas: [Roles of Religion, Civic Participation, Values, Workforce and Employment, Education, Skills and Learning, Justice and Law, Future of Media, Entertainment and Sport](#)

No Knowledge

We don't have any recent, relevant knowledge available on Destigmatizing Mental Health, but you can check back later using Strategic Intelligence if you would like to monitor Destigmatizing Mental Health in real-time. You can find more information on how by looking at the "Continue the experience online" page later on in this briefing.

Mental Health in the Workplace

Employees who are more susceptible to mental health problems are more likely to see their work suffer

At any point, nearly one in five members of the working-age population in the UK has a mental health problem, according to a report prepared for the UK government by the RAND Corporation in 2014, and more than 40% of sickness benefit claims in the country cite a mental or behavioural disorder as a primary condition. However, a subsequent RAND Corporation report published in 2018 identified a number of potential wellbeing interventions related to mental health in the workplace, based on standards developed by the innovation and social-policy-intervention foundation Nesta (ranging from a “1” for articulating a clear logic, to a “5” for showing evidence of consistent, reliable results). For example, Be Mindful, a four-week online course that involves mindfulness meditation audio and video-led sessions aimed at reducing stress, depression and anxiety (and received a rating of “3”), had been implemented in 17 organizations for about 11,000 people annually, and showed statistically significant beneficial effects. In general, however, the tools and practices in place for occupational mental health, as well as the degree of access to mental health support in the workplace, remain insufficient.

In response, in 2017 the World Economic Forum’s Global Agenda Council on Mental Health published a set of seven steps that people can take to foster a healthier workplace. These include exploring ways to modify existing workplace practices in a way that could promote better mental health (keeping in mind that every workplace is unique), taking the time to learn from leaders and employees who have been successful in promoting better mental health in the past, borrowing successful models from other firms (the council provided case studies from companies including Bell Canada and British Telecom Group), making an effort to better understand the opportunities and mental health needs of your colleagues, building the internal and external partnerships needed to provide educational material and training necessary for successful mental health initiatives, and creating a culture where colleagues will not hesitate to ask for help (and will know exactly where to direct their questions).

Related insight areas: [Innovation](#), [Leadership](#), [The Digital Economy](#), [Workforce and Employment](#), [United Kingdom](#), [Digital Communications](#)



London School of Economics and Political Science

Is it ethical to be friends with research participants?

29 September 2022

In qualitative research building a rapport and friendships with participants is often presented as a means to gain access and data from research participants. However, as Helen Kara discusses, using friendship in an instrumental way presents serious ethical issues for researchers. Trainee qualitative researchers, learning the most popular research method of interviewing, are routinely taught to use ... Continued.



Cities Today

App offers energy top-ups for spending time in parks

27 September 2022

A project in Derry, Northern Ireland will allow carers to earn rewards including electricity, fuel and mobile phone top-ups in return for spending time in green spaces. The initiative is part of the eCareWell project at Ulster University, and community currency platform Civic Dollars is one of the selected tools. The eCareWell research, led by Professor Joan Condell and funded through the UK Community Renewal Fund, aims to understand how digital technology can meet the needs of carers and support their health and wellbeing. Cost-of-living crisis The Civic Dollars platform is already being used in Belfast and Dublin to enable local authorities to reward residents for activities to improve health and wellbeing.

References

1. Working Longer

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2. Vaccination and the Workplace

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3. Mental Health and LGBTI

- Gay or bisexual men express concern about monkeypox, are critical of government's response, Pew Research Center, www.pewresearch.org
- Kansas' vote to maintain abortion access shows the state is less red than many think, London School of Economics and Political Science, blogs.lse.ac.uk
- Book Review: Underflows: Queer Trans Ecologies and River Justice by Cleo Wölfle Hazard, London School of Economics and Political Science, blogs.lse.ac.uk

4. Destigmatizing Mental Health

- No recent knowledge

5. Mental Health in the Workplace

- Is it ethical to be friends with research participants?, London School of Economics and Political Science, blogs.lse.ac.uk
- App offers energy top-ups for spending time in parks, Cities Today, cities-today.com

Acknowledgements

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- Some URLs have been shortened for readability. Please follow the URL given to visit the source of the article. A full URL can be provided on request.

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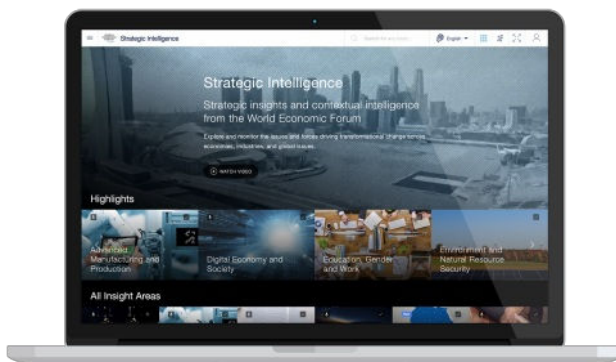
In today's world, individuals and organizations can find it difficult to keep up with the latest trends or to make sense of the countless transformations taking place around them.

How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information—some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context?

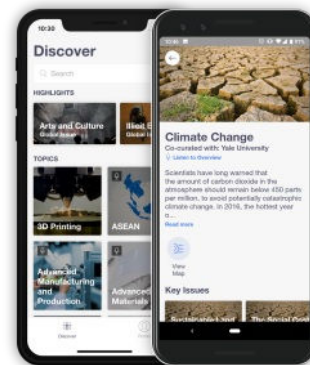
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World Economic Forum
91-93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland
Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744
contact@weforum.org
www.weforum.org