

Appendix 1: Selected drivers that can be positively influenced by an organisation

Wellbeing Driver	Sub-driver	Question (Essence statement)	Source
Wellbeing	SUM	Overall, how satisfied are you with your life nowadays?	Thriving@Work Review Vol. Reporting St. *
	SUM	Overall, to what extent do you feel that things you do in your life are worthwhile?	Thriving@Work Review Vol. Reporting St. *
	SUM	How happy did you feel yesterday?	Thriving@Work Review Vol. Reporting St. *
	SUM	How anxious did you feel yesterday?	Thriving@Work Review Vol. Reporting St. *
Health	Physical	How would you rate your overall physical health now?	Thriving@Work Review Vol. Reporting St. *
	Mental	How would you rate your overall mental health now?	Thriving@Work Review Vol. Reporting St. *
Relationships	Line Manager	Your manager helps and supports you?	Thriving@Work Review Vol. Reporting St. * **
	Line Manager	Your immediate manager provides useful feedback on your work	EWCS 6
	Others at work	Your colleagues help and support you	EWCS 6
	Others at work	How would you describe your relationship(s) at work with your work colleagues?	Carnegie uk trust-Job Quality
Security	Work conditions	How safe do you feel from threats and physical hazards in your work environment?	Thriving@Work Review Vol. Reporting St. *
	Financial security	Thinking about an unexpected bill which you have to pay within the next seven days from today. Which, if any, of the following would you do to pay a bill of £300?	https://www.fincap.org.uk/en/articles/financial-capability-survey
Environment	Physical	How are satisfied with your physical working environment	Thriving@Work Review Vol. Reporting St. * **
	Physical	Tiring or painful positions?	EWCS 6
	Culture	How fairly are you treated at work?	Employee wellbeing snapshot survey
Purpose	Engagement	All in all, how satisfied are you with your job?	Thriving@Work Review Vol. Reporting St. *
	Job Quality	How acceptable is your workload?	EWCS 6
		Your job gives you the feeling of work well done	Thriving@Work Review Vol. Reporting St. * **
		My job gives good opportunities for career progression	
		The demands of your job interfere with your family life?	ISSP Survey - Work Environment ****
	I have a choice in deciding how I do my work	UK HSE Management Standards_indicator **	

* Similar questions available in What works wellbeing Employee wellbeing snapshot survey

** Similar Questions available in Carnegie Trust Job Quality Survey

*** Similar Questions available in UK HSE Management Standards

**** Similar Questions available in Eurofound (European working Conditions surveys e.g. EWCS 6)

Appendix 2: Business Outcomes affected by wellbeing trends

Outcome	Measure		Leading	Lagging
Financial	Attendance	Sickness absence rates (%)		<input checked="" type="checkbox"/>
		Presenteeism (%)		<input checked="" type="checkbox"/>
		Health care costs (insured/un-insured)		<input checked="" type="checkbox"/>
	Retention	Retention/attrition/staff turnover rates	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Safety	Occupational Illness and Injury frequency rates		<input checked="" type="checkbox"/>
Moral	Customer satisfaction	Changes in customer satisfaction or net promotion		<input checked="" type="checkbox"/>
	Media attention	Local, national, or international negative coverage		<input checked="" type="checkbox"/>
Legal	HSE compliance	Conformance with recognised risk-assessment processes (e.g. ISO 45003)	<input checked="" type="checkbox"/>	
	Litigation/ Regulatory sanctions	Successful prosecutions/fines/legal claims		<input checked="" type="checkbox"/>

Appendix 2: Business Outcomes affected by wellbeing trends

Driver domain		Measure	Leading	Lagging
Physical Health	Overweight	Prevalence (%)		<input checked="" type="checkbox"/>
	Diabetes	well controlled (%)		<input checked="" type="checkbox"/>
		% (defined population) completed disease mgt. programme		<input checked="" type="checkbox"/>
Mental Health	Anxiety	Prevalence (%)		<input checked="" type="checkbox"/>
	Resilient	(Defined population) completed training (%)	<input checked="" type="checkbox"/>	
		EAP attendance		
Healthy behaviours	Smokers	% Smokers		<input checked="" type="checkbox"/>
	Exercise	% Meet UK Gov exercise guidelines	<input checked="" type="checkbox"/>	
	Alcohol	% Meet UK Gov alcohol guidelines	<input checked="" type="checkbox"/>	
Security	Financial insecurity	% (defined population) Trained in financial awareness	<input checked="" type="checkbox"/>	
Environment	Workplace culture	help-line calls related to workplace harassment/bullying	<input checked="" type="checkbox"/>	
Relationships	Manager	Frequency/ quality of line manager 1:1's	<input checked="" type="checkbox"/>	