WORKPLACE WELLBEING: CAN GREATER DESIGN PARTICIPATION PROVIDE A CURE?
AGENDA

1 PHILIP TIDD - GENSLER, LONDON

2 JEREMY MYERSON - RCA TEAM, LONDON
Why so much focus on wellbeing now?
NCD’s, Lifestyle choices and sedentary workstyles

- **Non-communicable diseases** (NCDs) are now the leading cause of mortality and disability worldwide
- Are responsible for **huge global loss** of output – estimated to be around **5% of global GDP in 2010**
- **Obesity and Type 2 Diabetes** is reaching epidemic proportions in developed (largely Western) societies

Source: Bupa/ NCD alliance 2016
Increased Health and Productivity Risks

**MEDICAL**
- Chest/back pain, heart disease, GI disorders, headaches, dizziness, weakness, repetitive motion injuries.

**PSYCHOLOGICAL**
- Anxiety, aggression, irritability, apathy, boredom, depression, loneliness, fatigue, moodiness, insomnia.

**BEHAVIORAL**
- Accidents, drug/alcohol abuse, eating disorders, smoking, tardiness, "exaggerated" diseases.

**ORGANIZATIONAL**
- Absence, work relations, turnover, morale, job satisfaction, productivity.

Source: IBM Watson Health 2016
The Workplace is a microcosm of society – and provides opportunities for intervention.

Workplaces contain a concentrated group of people who share common purpose and culture.

Communication with workers is straightforward.

Social and organizational supports are available.

Certain policies, procedures and practices can be introduced and organizational norms can be established.

Workplace programs can reach large segments of the population not exposed to and engaged in organized health improvement efforts.

Financial or other types of incentives can be offered to gain participation in programs.

Source: IBM Watson Health 2016
There is a business case for action:

- Stress
- Anxiety
- Depression

Source: Bupa/ Psychological wellbeing in the workplace 2015.
Creates a hefty bill

- $300 billion in USA
- ~70 million lost working days in UK
- By 2030, depression will be the leading cause of disease burden globally

Source: Bupa/ Psychological wellbeing in the workplace 2015.
Value to business in addressing wellbeing

46% reduction in the cost of employee turnover

19% reduction in the cost of sick leave

increased creativity and innovation

Source: Bupa/ Psychological wellbeing in the workplace 2015.
UK Workplace Survey 2016

- Unlocking innovation in the workplace
The key drivers of organisational innovation and wellbeing

**WORKPLACE**
Workplace design prioritises collaboration

**MEANING**
Making a difference, personally and organisationally

**RELATIONSHIPS**
Management cares about job satisfaction and career development
Does a healthy workplace improve the bottom line?

Gensler conducted an exploratory data and secondary source analysis to uncover organizational and workplace design factors that influence employee wellness.

Does a healthy workplace improve the bottom line?

89% Employees who reported a company’s health benefits as significant to their choice of employer.

36% Employers who reported having the necessary information to make actionable decisions about an employee health strategy.

AN ESTIMATED 65% OF A COMPANY’S HEALTH-RELATED COSTS CAN BE ATTRIBUTED TO ABSENTEEISM AND “PRESENTEEISM”—WELLNESS-FOCUSED WORKPLACE DESIGN CAN REDUCE BOTH.
The design of workplaces connects to health outcomes via many pathways.
DESIGNING FOR WELLBEING

- Biophilic design
- Restorative environment
- Autonomy & User control

- Air Quality
- Lighting
- Acoustics
- Motivators / feedback loops
- Activity
- Water & Nutrition
- Ergonomics
Biophilic design

When people view trees, diastolic blood pressure declines and stress hormones reduce more quickly.

12% of employees were more productive and less stressed than those who worked in an environment with no plants.

- Lohr, Waliczek, Lineberger, Zajicek, Drauigue
Restorative Environment

Relaxation has positive effects on attention, focus and job satisfaction.

Having access to a garden at the workplace may have a positive influence on stress.

-Ulrika A. Stigsdotter; Journal of Environmental Psychology
Autonomy & Choice

User control supports a basic human desire to control the environment.

Control is a key aspect of creativity at work.

- Mitchell Malloy
CBRE was the first to have a WELL-certified office building in the United States. They looked at addressing many dimensions of wellness in their work environment: air, water, nourishment, light, fitness, comfort and mind.

CBRE (LA)

- Air - Use of non-toxic materials
- Light - Assists circadian rhythms
- Nourishment - No sugar food protocol
- Comfort - Ergonomic furniture
Airbnb (SF)

Airbnb’s ‘travel like a human’ mantra is translated into its new open plan office. It uses natural light and materials, and connects to nature via a living wall and outdoor space.
The Research Consortium 2015/2016

A novel and significant research and knowledge exchange programme.
Workplace & wellbeing report

The one year study report presents initial ideas and information in the field.
There is a ‘wellbeing deficit’ in the workplace.

Rising stress levels, ever-increasing distractions, and lack of comfort are contributing to loss of workplace productivity through sickness.
What if people left work feeling better than when they arrived?
Defining ‘Wellbeing’

An equilibrium between a person’s psychological, physical and social resources; and external circumstances and challenges.

New Economics Foundation 2013, Dodge et al. 2012

Jacqueline Vischer’s Model of Comfort
The research question

‘Does greater participation in the design of the workplace environment increase the sense of control and wellbeing of employees?’
Phase 1
Scoping study

Organisation 1 - Relocation to new building
Organisation 2 - Relocation to existing office
Organisation 3 - Introduction of new furniture
Organisation 4 - No change to environment
Phase 1
Scoping study

A SNAPSHOT OF CHANGE

- A constant process of change with detrimental impact on wellbeing
- A relentless and continuous squeeze on workspace
- More mobility, choice and flexibility, but huge variations between companies and individuals
Phase 2
Participatory Design Project
Co-design Workshop (Team 1 only)
Design Intervention

Light - life intervention
Phase 2
Findings

Short Warwick-Edinburgh Mental Wellbeing Scale

Teams 1 and 2
- A small rise in group wellbeing from beginning to end of Participatory Design Project
- No difference between teams despite different levels of participation

Team 3
- No change in wellbeing

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>NONE OF THE TIME</th>
<th>RARELY</th>
<th>SOME OF THE TIME</th>
<th>OFTEN</th>
<th>ALL OF THE TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have been feeling optimistic about the future</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have been feeling useful</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have been feeling relaxed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have been dealing with problems well</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have been thinking clearly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have been feeling close to other people</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have been able to make up my own mind about things</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
The workplace wellbeing conceptual model illustrates a necessary balance between the functional and psychological needs of the individual that the organisations need to provide in the workplace.
Conceptual model

PARTIAL ALIGNMENT A

- Productivity
  - Efficiency
  - Viability

- FUNCTIONAL NEEDS

- ORGANISATION

- INDIVIDUAL

- Environment
  - Tools
  - Settings

- PSYCHOLOGICAL NEEDS

- Culture
  - Reputation
  - Image

- Belonging
  - Trust
  - Empowerment
Conceptual model

PARTIAL ALIGNMENT B
Conceptual model

NON - ALIGNMENT

Productivity  
Efficiency  
Viability

FUNCTIONAL
NEEDS

Environment  
Tools  
Settings

ORGANISATION

PSYCHOLOGICAL
NEEDS

INDIVIDUAL

Belonging  
Trust  
Empowerment

Culture  
Reputation  
Image
Based on the theoretical model, a practical toolkit will be developed for employees and designers to help them create healthier work environments.

**RCA TEAM**

RCA is aiming to develop a toolkit for managers and employees in facilities management and human resources to support organisations in creating a healthier workplace.

**GENSLER TEAM**

The Gensler team is aiming to develop a toolkit that will enable designers to assess and ultimately design work environments that positively impact psychological wellbeing.
CEO COLLABORATION CALL

LONDON 2016.

THANK YOU

WELLNESS 16 CONFERENCE

WELLNESS 16

WORKPLACE WELLBEING: CAN GREATER DESIGN PARTICIPATION PROVIDE A CURE?

PHILIP TIDD

JEREMY MYERSON

Gensler