



THE  
PERMAH  
WELLBEING  
SURVEY  
FOR WORKPLACES

WELLBEING RESULTS

Sample Workplace Report - Over 30  
Respondents

23 February 2023 - 7 March 2023

THEWELLBEINGLAB

A MICHELLEmcQUAID PROGRAM

# HOW CAN WE CARE FOR OUR WORKPLACE'S WELLBEING?

In its simplest form wellbeing is our ability to feel good and function effectively as we navigate the natural highs and lows we all experience. The good news is that, effectively caring for workplace wellbeing can be simple. The three Learning Loop steps can make all the difference:



## ACT

Experiment with different ways to care for your people's wellbeing.



## ASSESS

Reflect on what's working well, note where you're struggling, and most importantly, observe what you're learning about caring for the wellbeing of your people.



## ADJUST

Reach for self-compassion rather than self-criticism and, like a wise and kind coach, hold yourselves and each other accountable to either apply what you've learned and try again, choose an alternative approach, or seek help.

Then you start all over again: acting, assessing, and adjusting as the wellbeing of your workplace ebbs and flows.



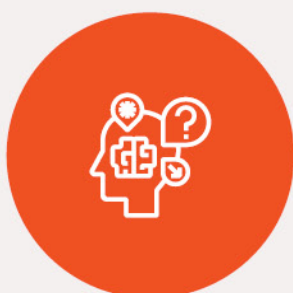
Before your people used The PERMAH Wellbeing Survey Tool they were already acting and experimenting with different ways to look after their wellbeing, even if they weren't mindful about it. Now that they've taken the survey, they've assessed how they're doing and, using their Wellbeing Plan, may have put in place adjustments to care for their wellbeing.

So now it's time for you to assess your workplace's wellbeing. As you look at your Workplace Wellbeing Results, be sure to note:



### WHAT'S WORKING WELL?

It's important to start with this question so your workplace can continue building on these strengths and finesse your collective wellbeing abilities. Even if you feel like almost nothing is working well, we promise your results will help you find the workplace wellbeing strengths you can build on.



### WHERE ARE WE STRUGGLING?

There is no shame in struggling, it's just a sign that, like every other workplace on this planet, you're still figuring some things out or have new things to learn. Even if it feels like everything is going really well, your results will help you identify opportunities for collective care.



### WHAT ARE WE LEARNING ABOUT CARING FOR OUR WELLBEING?

Wellbeing ebbs and flows based on what is happening in and around your workplace. More important than your workplace's results at any one time is what you can learn by reflecting on your results. Ultimately, this is what enables your workplace to more actively and mindfully care for your people's wellbeing, now and in the future.

When you've finished assessing your results, grab your [Workplace Wellbeing Plan](#) to help you select an approach to adjust your workplace wellbeing strategy.

*Please remember The PERMAH Wellbeing Survey Tool is providing information as an educational resource, and The Wellbeing Lab takes no responsibility for its use, misuse or any psychological or physical outcomes.*

# WHAT DO OUR WELLBEING RESULTS MEAN?

As you assess what's working well, where your workplace is struggling, and what you're learning when it comes to caring for wellbeing, it can be helpful to know that studies have found:

SCORE RANGE	INTERPRETATION
<b>59 or below</b>	Generally, an indicator that your people's wellbeing is struggling and requires attention, action, and assistance.
<b>60 - 69</b>	Lower than is ideal and may require attention, action, and assistance if sustained over time.
<b>70 - 75</b>	The healthy average. Many people consistently score in this range.
<b>76 - 100</b>	Exceptionally healthy. However, it is healthy for your people's levels of wellbeing to ebb and flow. So, if your people score close to 100 on all factors in repeated surveys, this may suggest a lack of psychological safety to honestly tell you how they are feeling.

The general population scores, in gray, are global norms that have been gathered from people completing The PERMAH Wellbeing Survey, and from representative population samples we continuously survey around the world for our [research](#). As of 2022 the general population scores are derived from approximately 50,000 responses from 2018 to 2022. Please consider these a general average of how global workplaces score.



# OUR DEMOGRAPHICS

Your Data Gathered:

**23 Feb 23 - 7 March 23**

Number of Respondents:

**621**

## GENDER

Men	159
Women	449
Non-Binary	4
Prefer Not To Answer	9

## AGE GROUPS

18 – 24 years	8
25 – 34 years	90
35 – 44 years	181
45 – 54 years	211
55 – 64 years	115
65+ years	16

## EMPLOYMENT STATUS

Full Time	11
Part Time	1
Self Employed/Freelance	0
Other	0

## WORK RESPONSIBILITIES

CEO/Business Owner	
Leaders	219
Team Members	402

## ETHNICITY

Indigenous	9
Asian	19
Black/African American	0
White/Caucasian	545
Hispanic/Latinx	3
Middle Eastern/North African	7
Pacific Islander	4
Bi-Racial/Multi-Racial	8
Other	7
Prefer Not To Answer	19

## WORK LOCATION

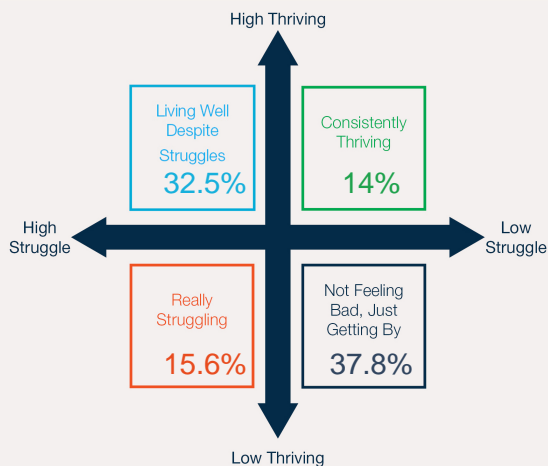
Always At Home	4
At Home After COVID-19	12
Returned To Work Premise	199
Always At Work Premise	141
Hybrid	249
Mostly Travel For Work	13
Other	3

# OUR WELLBEING RESULTS

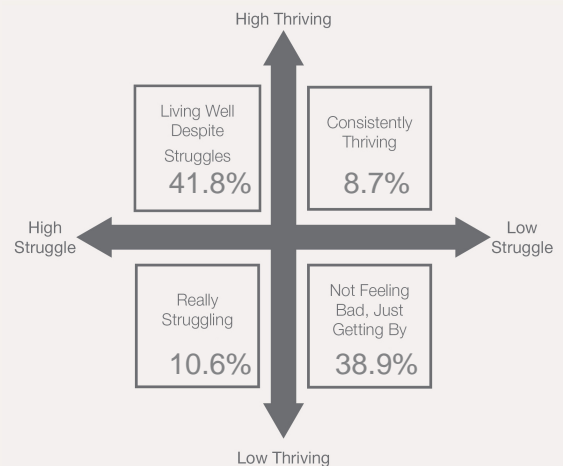
Your Data Gathered: **23 Feb 23 - 7 March 23**

Number of Respondents: **621**

## STATE OF WELLBEING - YOUR RESULTS



## STATE OF WELLBEING - GENERAL POPULATION



## WORKPLACE OUTCOMES

Your Result



ENGAGEMENT



72



PERFORMANCE



74



SATISFACTION



64

Population Average



ENGAGEMENT



72



PERFORMANCE



81



SATISFACTION



78

## WELLBEING AMPLIFIERS

Your Result



WELLBEING ABILITY



64



WELLBEING MOTIVATION



63



PSYCHOLOGICAL SAFETY

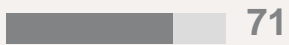


67

Population Average



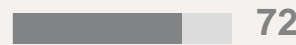
WELLBEING ABILITY



71



WELLBEING MOTIVATION



72



PSYCHOLOGICAL SAFETY



68

## TOP 3 WELLBEING STRUGGLES

For You

1. Other
2. Dealing with people
3. My mental health

Population

1. Mental Health
2. Physical Health
3. Dealing With People

## TOP 3 MOST VALUED FORMS OF WELLBEING SUPPORT

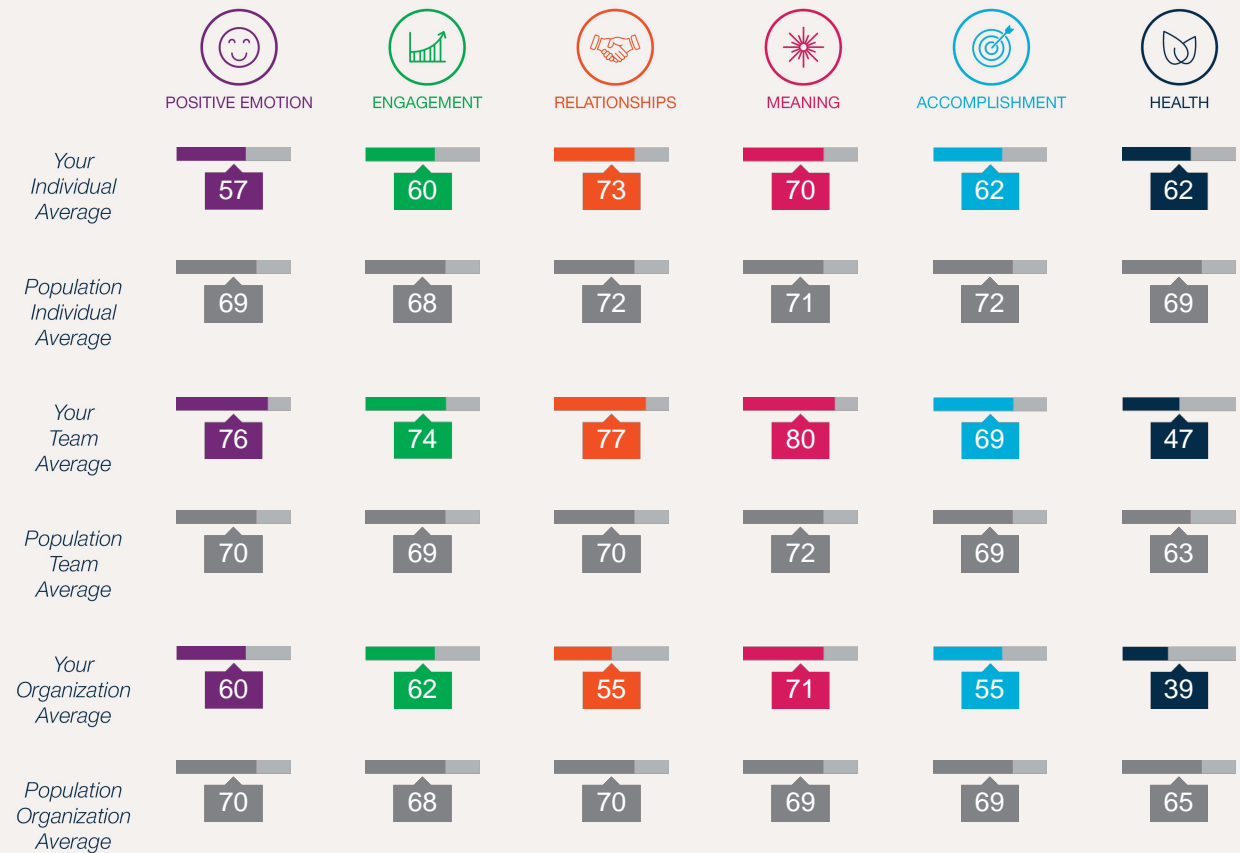
For You

1. Health benefits
2. Other
3. Gym memberships or discounts

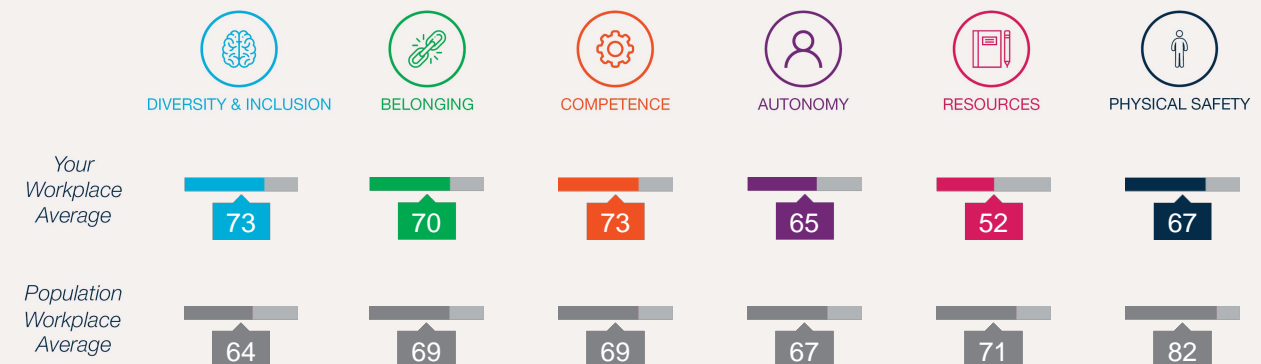
Population

1. Health Benefits
2. EAP
3. Wellbeing/resilience training

### PERMAH WELLBEING FACTORS



### WORKPLACE WELLBEING NUTRIENTS



### TOP 3 WELLBEING BARRIERS

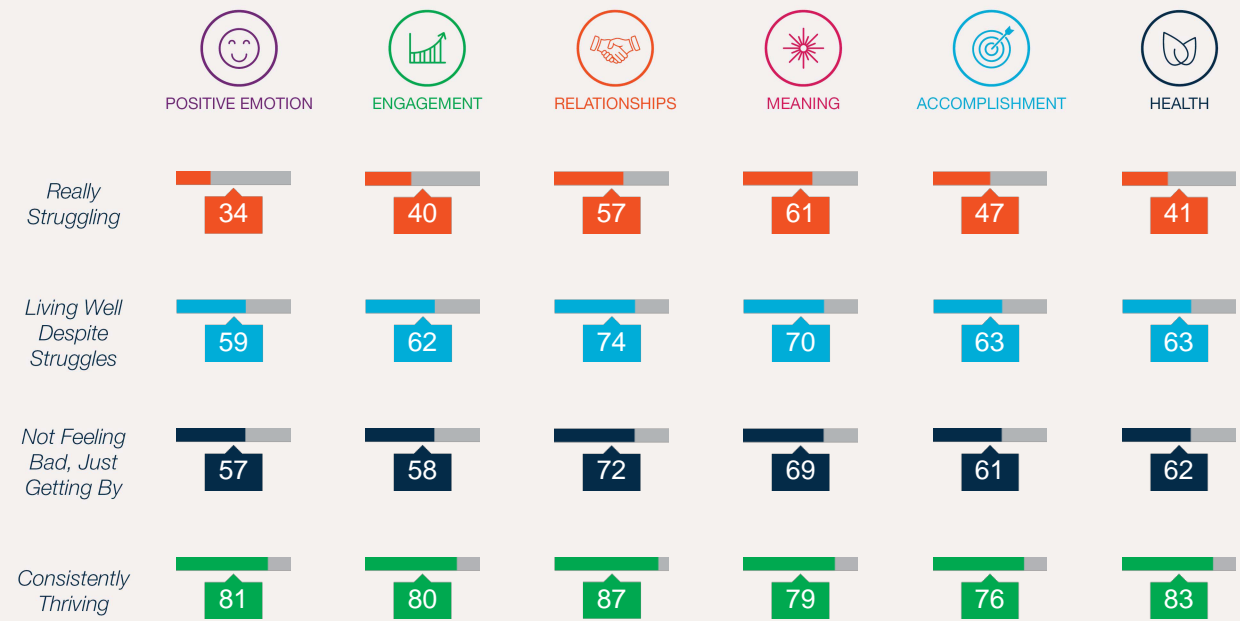
- |                           |  |
|---------------------------|--|
| <i>Your Results</i>       | <ol style="list-style-type: none"> <li>1. Not enough time</li> <li>2. Other</li> <li>3. Too much mental energy required</li> </ol>         |
| <i>Population Results</i> | <ol style="list-style-type: none"> <li>1. Not sure how to start</li> <li>2. Other</li> <li>3. Too much physical effort required</li> </ol> |

### TOP 3 PEOPLE I ASK FOR HELP WHEN STRUGGLING

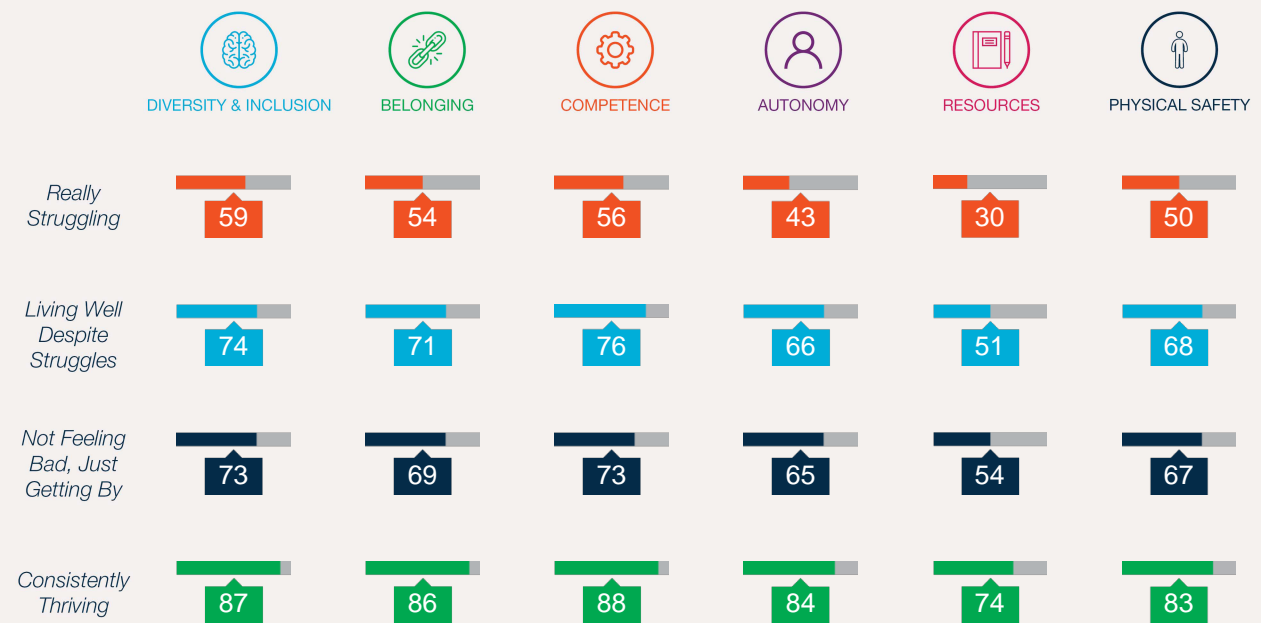
- |                           |  |
|---------------------------|--|
| <i>Your Results</i>       | <ol style="list-style-type: none"> <li>1. Friends or family</li> <li>2. Someone in my team</li> <li>3. My boss</li> </ol>      |
| <i>Population Results</i> | <ol style="list-style-type: none"> <li>1. Someone outside of work</li> <li>2. My boss</li> <li>3. Never tell anyone</li> </ol> |



YOUR PERMAH WELLBEING FACTORS BY STATE OF WELLBEING



YOUR WORKPLACE WELLBEING NUTRIENTS BY STATE OF WELLBEING



Below you'll find a brief explanation of each of the measures. To dive more deeply into wellbeing knowledge, and further understand your results, you can download your free [Workplace Wellbeing Guide](#) or [organize a debrief](#) with one of our workplace wellbeing experts.

## YOUR WORKPLACE'S STATE OF WELLBEING

In its simplest form, wellbeing is your people's ability to feel good and function effectively (their levels of thriving) as they navigate the inevitable highs and lows of work (their levels of struggle). We might imagine that those who thrive have problem-free lives, but [our studies](#) have found that people who are [Consistently Thriving](#) and those who are [Living Well, Despite Struggles](#) are both statistically more likely to report higher levels of individual, team and workplace performance, engagement and satisfaction. In fact, people who are [Living Well, Despite Struggles](#) often show the most resilience.

We have also found that it is possible for people not to experience wellbeing, even in the absence of struggle. People who are [Not Feeling Bad, Just Getting By](#) often have the most to gain by learning to care for their wellbeing.

*Is the current state of wellbeing in your workplace serving your people well?*

## YOUR WORKPLACE OUTCOMES

Levels of engagement, performance, and satisfaction reflect how your people feel things are going at an individual, team, and workplace level, and the impact this is having for you on key business outcomes.

*Are the current levels of people's engagement, performance, and satisfaction where you want them to be?*

## YOUR WORKPLACE'S WELLBEING AMPLIFIERS

When it comes to your people more actively and mindfully caring for their wellbeing, the important numbers to track are their levels of:



**WELLBEING ABILITY** – Their capacity to take actions to care for their wellbeing



**WELLBEING MOTIVATION** – Their commitment to consistently care for their wellbeing, and



**PSYCHOLOGICAL SAFETY** – The existence of safe spaces with others to talk honestly about how they're learning to care for their wellbeing

*Do your people have the Wellbeing AMPlifier levels they need to playfully experiment with adjustments to care for their wellbeing?*

## YOUR PEOPLE'S WELLBEING STRUGGLES

There is no shame in struggling. It is simply a sign that we need some additional support when it comes to caring for our wellbeing. We have found that when the experience of struggle has not been normalized in workplaces, the PERMAH factors and Workplace Wellbeing Nutrients will generally be lower for people who are *Living Well, Despite Struggles* and higher for those *Not Feeling Bad, Just Getting By*. This can suggest that the resilience we so often find in people who are *Living Well, Despite Struggles* is yet to be fully realized.

*What support might your people need to navigate their biggest wellbeing struggles? Are your people experiencing the benefits of thriving, regardless of their levels of struggle?*

## YOUR PEOPLE'S MOST VALUED FORMS OF WELLBEING SUPPORT

Caring for our wellbeing can be challenging. Not only does it require consistent actions every day, but as the world around us changes what worked well today may cause us to struggle tomorrow. Caring for wellbeing at work requires diverse forms of ongoing support.

*Are you investing in the forms of workplace wellbeing support your people value most?*

## YOUR WORKPLACE PERMAH WELLBEING FACTORS

One way to understand, measure, and action evidence-based approaches for caring for wellbeing is by drawing on Professor Martin Seligman's PERMAH Framework, which points to six wellbeing factors that enable us to feel good and function well:



**POSITIVE EMOTIONS** – Boosting mental, physical, and social resilience by prioritizing moments of regular heartfelt positivity, lowering stress, and helping each other to mindfully navigate our emotions, even when we feel overwhelmed.



**ENGAGEMENT** – Using neurological strengths – the things people are good at and enjoy doing – to help them feel more confident, energized, and engaged.



**RELATIONSHIPS** – Making time to genuinely connect with your people – expressing gratitude, showing kindness, being compassionate – and savoring the feelings of warmth and trust.



**MEANING** – Understanding how what you do each day has a positive impact on others and feeling connected to something larger than yourself.



**ACCOMPLISHMENT** – Embracing a learning mindset and cultivating the grit your people need to accomplish the things that matter most to them.



**PHYSICAL HEALTH** – Eating well, moving regularly, taking time to recover, and sleeping deeply each day to ensure you have enough energy.



Different wellbeing factors are important for different people, teams, and workplaces. It's natural for each factor to vary across time, situations, and experiences. However, feeling poorly in one area generally results in feeling poorly in others as well.

It is also important to understand that caring for our wellbeing is not a solo endeavor. Wellbeing habits, attitudes, and actions spread through a complicated web of social connections around us, which is why we have included your workplace's PERMAH scores at an individual, team, and workplace level.

*How are you encouraging and supporting your people, teams, and workplace to actively invest in each PERMAH factor?*

### YOUR WORKPLACE WELLBEING NUTRIENTS

Workplace norms, attitudes, and actions can undermine or amplify individual experiences of wellbeing. Studies have found that environments which make it easier for their people to thrive consistently provide them with:



**DIVERSITY & INCLUSION** – Equitable involvement and access to resources.



**BELONGING** – Opportunities to connect deeply with others.



**COMPETENCE** – The ability to do one's work, learn, and grow.



**AUTONOMY** – A sense of freedom of choice in one or more ways.



**RESOURCES** – Adequate support to do their jobs.



**PHYSICAL SAFETY** – Protection from harm or danger that could potentially cause injury.

*How are you encouraging and supporting your leaders to create a healthy work environment?*

## YOUR WORKPLACE WELLBEING BARRIERS

Identifying what makes it hard for your people to care for their wellbeing can help your workplace identify the type of wellbeing interventions and tools that are most likely to support your people to care for their wellbeing. When it comes to caring for wellbeing, tiny, consistent actions can have a mighty impact over time. So, look for ways to help them shrink their wellbeing efforts.

*How can you help your people overcome the barriers to caring for their wellbeing?*

## WHO YOUR PEOPLE ASK FOR HELP

People who don't feel safe to ask for help when they are struggling with their wellbeing at work, or who first turn to someone outside of work, are statistically more likely to report lower levels of Wellbeing Ability, Wellbeing Motivation, and Psychological Safety. Who your people are turning to for help is a good gauge on how safe they feel to talk about their wellbeing struggles in your workplace.

*Do your people feel comfortable to talk about where they're struggling at work?*

## CARING FOR WELLBEING

Caring for our wellbeing is never a one-size-fits-all solution. Generally, our studies have found that people who are *Consistently Thriving* and those who are *Living Well, Despite Struggles* will report significantly higher averages for all the PERMAH factors and Workplace Wellbeing Nutrients. As you assess your results, consider how these strengths might be used to support people who are *Not Feeling Bad, Just Getting By* and those who are *Really Struggling*.

*Which PERMAH factors and Workplace Wellbeing Nutrients are making the biggest positive difference for your people who are thriving? How might prioritizing support for these help your people who are struggling?*

# WANT MORE?

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## PERMAH WELLBEING SURVEY DEBRIEF

Would you like our wellbeing workplace experts to provide a **deeper debrief** of your results and recommendations for action in either a 60-minute presentation or a written report? [click here to organize your debrief.](#)

## THE PERMAH WELLBEING SURVEY CERTIFICATION

Want to learn how to provide high impact **PERMAH Wellbeing Survey results debriefs**? Develop your knowledge of the questions, calculations, and research behind this globally renowned wellbeing tool and receive a detailed organizational debrief guide to support your efforts in our [PERMAH Wellbeing Survey Certification](#).



Want to learn more about caring for your wellbeing at work from the world's leading researchers? Go backstage for the latest insights and practical tips each week on the free [Making Positive Psychology Work](#) podcast.