The Well-being Learning Project

A study of the benefits and impact of employee well-being

In 2019, Pricewaterhouse Coopers LLP (PwC) and the University of Southern California (USC) announced the results of one of the largest studies to date of a corporate well-being effort. The study measured the benefits and impact of environmental factors and well-being behaviors on individuals, teams and client relationships.

Key findings

A commitment to healthy behaviors is more important than choosing “the right” habits.

Each habit studied positively impacted one or more measures of well-being. The specific behavior wasn’t nearly as important as simply engaging in a habit that was personally meaningful to the participant.

Corporate priority + healthy habits = business benefits.

Well-being and flexibility impact business outcomes, such as staff’s intention to stay with the firm and their perception of client relationships and improved team dynamics.

Inclusive leadership and teamwork enable well-being to thrive.

The work environment must be aligned with healthy behaviors for well-being to flourish. Specific environmental factors, such as inclusion, positive team dynamics and leadership/manager support, have a direct, positive result on employee well-being.

Technology boosts well-being.

The use of well-being technology (e.g., tracking apps and wearable devices) improved participants’ perceptions of team effectiveness and client relationships.

About the study

6 months of attitudinal, behavioral and performance data

1,425 study participants across the US

10 market teams and internal business units

3 lines of service. Assurance, Advisory and Tax, Internal Firm Services (IFS)

“The Well-being Learning Project is the most comprehensive and rigorous study of a corporate well-being effort to date.”

– Gerry Ledford, Ph.D., Affiliated Senior Research Scientist, Center for Effective Organizations at USC

1 PwC refers to the US member firm or one of its subsidiaries or affiliates, and may sometimes refer to the PwC network. Each member firm is a separate legal entity.
Taking well-being to the next level

1 **Encourage individuality! Create programs that allow people to embrace well-being on their own terms.**
   Enable employees to select the healthy habits and attitudes that are most meaningful to them. This flexibility is critical to driving participation and increased measures of well-being.

2 **Inclusive teams are essential to success. Put the power in your people’s hands.**
   When leaders create an environment of inclusion and belonging — and teams support one another and engage in healthy behaviors together — the benefits multiply: well-being habits “stick,” citizenship behavior improves and teams believe they are more effective.

3 **Show that well-being matters. Make it a business priority.**
   For well-being programs to succeed, organizations must commit to them as a business priority from the top. This may require making changes to the work environment and team dynamics that create a climate where greater well-being is possible.

4 **Up the engagement. Equip employees with technology that promotes well-being behaviors.**
   Technology acts as energizing, visible support for corporate well-being. It isn’t essential to a well-being initiative, but it promotes accountability, interactivity and even friendly competition that lead to improved perceptions of team effectiveness.

“We’ve definitely been noticing that our people have been asking more and more about well-being and flexibility. It’s really inspiring to hear about how PwC has gone after these topics. We plan to learn from their work.”

- PwC client.

Managing change

All businesses face the challenge of driving rapid change at scale. At PwC, our model of change combines business-led transformation with citizen-led empowerment. Here’s how this comes together to create tangible results for our organization.

**Everyday flexibility encourages individuals and teams to find ways to accommodate each other’s priorities in and outside of work:**
It builds more flexibility into the way we work, our career paths, our formal work arrangements and the career opportunities we offer our people.

**Education and upskilling are delivered through a variety of channels:**
They include podcasts, well-being toolkits and apps, a Habit Bank full of ready-to-apply well-being behaviors, an energy assessment to evaluate and enhance our people’s energy levels, facilitated workshops and leadership development events.

**The Well is our platform for all things well-being and flexibility:**
It provides a single place to share content from our Be well, work well initiative, crowdsource ideas from our people, promote successes and deliver new learning.

**Team plans help our people take greater responsibility for driving the change around well-being:**
They build accountability, foster a culture of trust and support, encourage goal-sharing and promote collaboration and communication.

Want to learn more about the Well-being Learning Project?

Read the report summary or full report at www.pwc.com/us/wblp.