

*Well-being and  
environmental health:*  
humanizing performance in  
the workplace

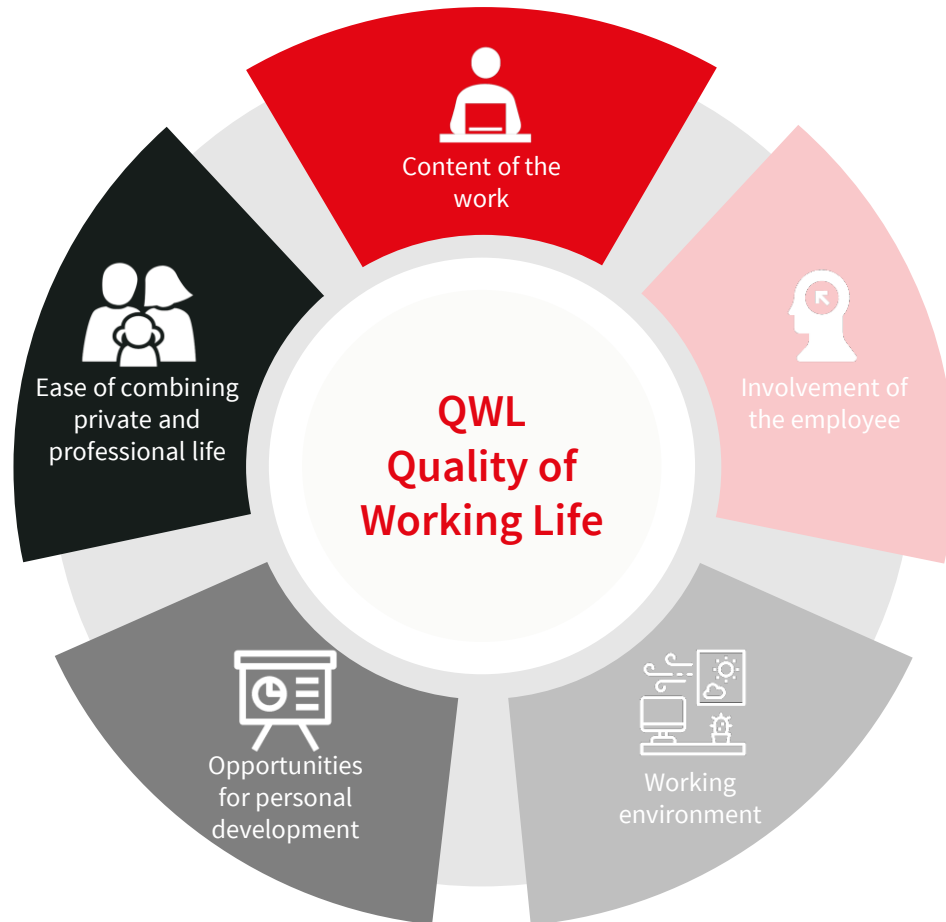
May 2021



A full-page background image showing two people practicing yoga on a wooden deck in a forest. They are in a warrior II pose with arms raised. The scene is bright and airy, with sunlight filtering through the trees. A semi-transparent white box is centered over the image, containing the text.

*Quality of Working Life, well-being and health: growing issues in companies*

## Well-being and health: central notions in QWL (Quality of Working Life)



### *What is the QWL?*

Quality of Working Life concerns not only individuals, but also the company itself. **It combines the personal fulfilment of employees with the performance of the company.**

#### **Several criteria are considered in the evaluation of the QWL:**

- **CONTENT of the work:** Are the tasks varied? How much autonomy does the employee have? Is the work well distributed among employees?
- **INVOLVEMENT of the employee:** Is there sufficient recognition of the work? Does he/she participate in decisions?
- **WORKING ENVIRONMENT:** How much noise is each employee exposed to? What quality of light?
- **Opportunities for PERSONAL DEVELOPMENT:** Does the employee have access to training? Is he/she satisfied with his/her pay?
- **WORK-LIFE BALANCE:** Can working hours be adjusted? What services, if any, are offered by the company?

## Well-being and health: central notions in QWL (Quality of Working Life)

### *Well-being and health challenges*

Promoting well-being and health in the office is beneficial for both the employees and the company:

#### **For employees**

- **Reduction of stress and MSDs** (musculoskeletal disorders).
- **A stronger sense of belonging:** if employees feel valued and involved when they are at work, they will want to grow their careers at the company.
- **Better daily organisation:** if well-being or health services are proposed by the company, the employee can more easily reconcile his or her working life with his or her personal life. Therefore, employee can be more efficient and focused on its work.

#### **For companies**

- **More motivated and performing employees:** paying attention to the well-being of everyone during working hours leads to greater commitment and flexibility in work. By being happier at work, employees also perform better.
- **A strong employer brand:** a company that is good to work for will increase employee loyalty and have a good reputation, making it easier to recruit.



## Employees crave better workplace well-being...

**Well-being at work, already a trend before the Covid-19 crisis, is now even more at the heart of all employees' concerns.**

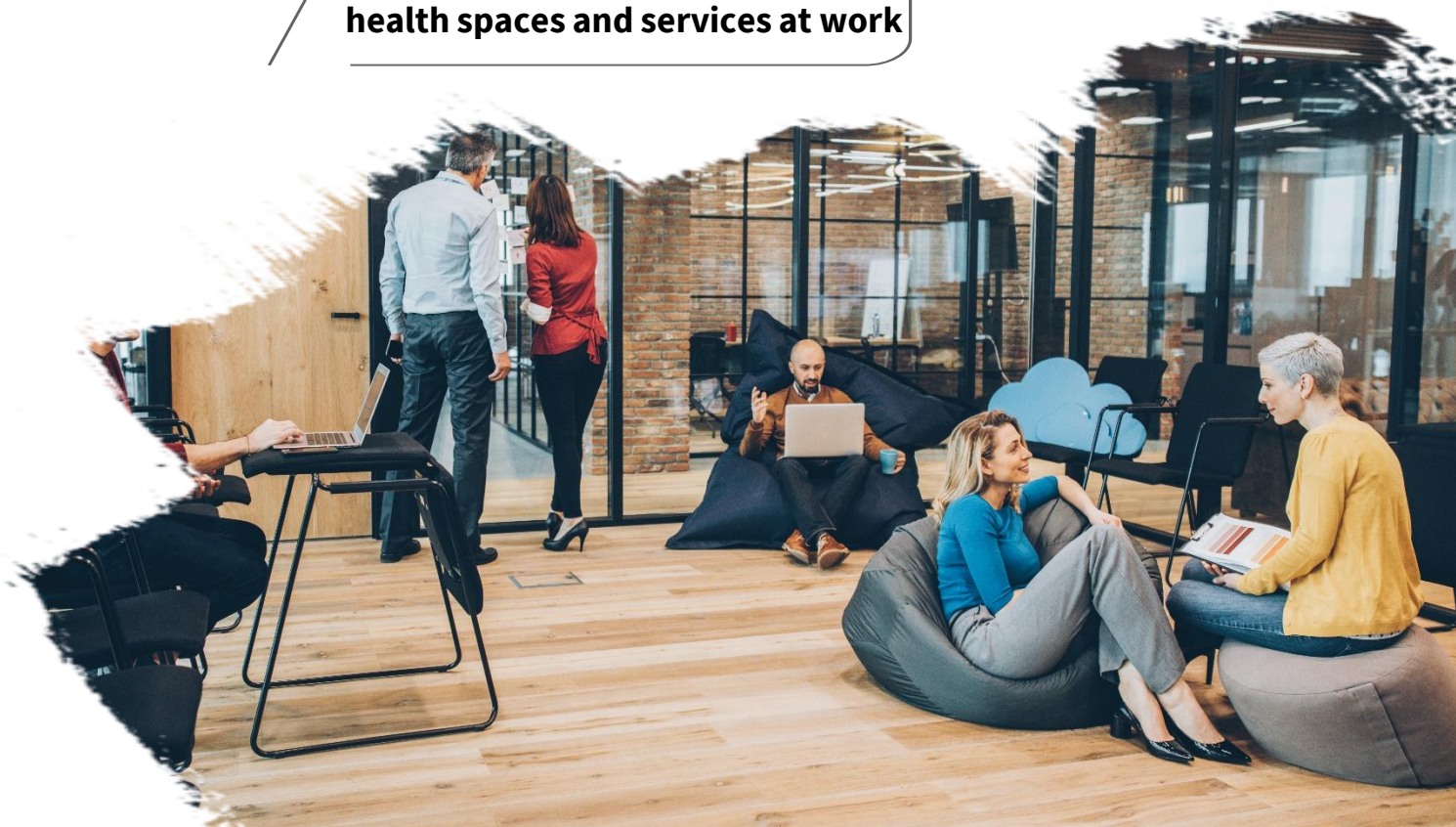
Indeed, employees are more and more attentive to their well-being, **particularly the youngest and the "top performers"** who are increasingly demanding workplaces that fully integrate the notions of well-being and health. Amongst other things, **they are asking for offices that include nature, access to healthy food choices, better water quality, sports-related services, etc.**

When employees are asked about their new expectations, they emphasise **the importance of their life balance, their physical and mental health and their desire to adopt a healthier lifestyle.**

As the home office is being deployed massively and rapidly, **the future of the office is in question.** Employees expect their companies to offer **a range of services dedicated to their well-being and health.** These should provide an exceptional work experience for employees. **When employees are asked about the health and well-being levers that could affect their performance in companies, the top three are temperature, light and air quality.**

These trends are contributing to **the growing awareness of environmental health\* in companies.**

**More than 70 %**  
of employees worldwide would like  
to **have access to well-being and  
health spaces and services at work**



Sources : JLL – Human Experience, Human Performance, Future of Work – 3,000 to 5,000 respondents worldwide

\* According to the World Health Organization (WHO), environmental health comprises the aspects of human health, including quality of life, that are determined by the physical, chemical, biological, social, psychosocial and aesthetic factors of our environment.

## ... as do Corporate Real Estate Directors

What are the main objectives of your company in terms of workplace experience?



**33 %**  
of CRE directors  
worldwide would like to  
**improve the well-being  
of their employees**

**Faced with the increasing demands of their employees, Corporate Real Estate Directors must look for offices offering their staff more health and well-being services.**

**CRE directors are conscious of the importance of well-being and health in the performance of their employees, and some of them make it a top priority.**

What working guidelines do you have in mind for the future?



**Health in the  
workplace** is among the  
**top 3 priorities of CRE**  
directors worldwide

Providing employees with **spaces and services that promote their well-being and health will contribute more than ever to attracting and retaining talent.** This is especially true as the new generations entering the job market are even more sensitive to these factors. The Covid-19 crisis has further accelerated the issues around well-being and health for all workers.

A woman with curly hair, wearing a light blue button-down shirt and jeans, is sitting cross-legged on a grey carpeted floor in a modern office. She is holding a tablet and looking at it. In the background, there is a glass-walled office space with bookshelves and desks. A reflection of her is visible in the glass partition to her left.

*What are employee's  
expectations  
of the workplace?*

## A methodology based on the largest independent database on corporate performance

The study is based on the expertise of JLL's Global Benchmarking Services (GBS) department, a world leader in the analysis of real estate performance. GBS holds the largest independent database on corporate performance, covering 25,000 assets (over 125 M m<sup>2</sup>) in 50 countries worldwide.

GBS notably deploys human experience surveys that allow the consolidation of a large database. To date, the results of more than 20 companies in different sectors of activity have been consolidated, including an exceptional sample of nearly 68,000 employees in 60 countries around the world.

In these surveys, the importance versus the satisfaction of office occupants (employees) is assessed on 58 criteria divided into 4 main categories ("Good physical and emotional state", "Focused work", "Technology", "Collaboration"). Each criterion is given a score from 1 to 6 by the occupants, in increasing order of importance and satisfaction.

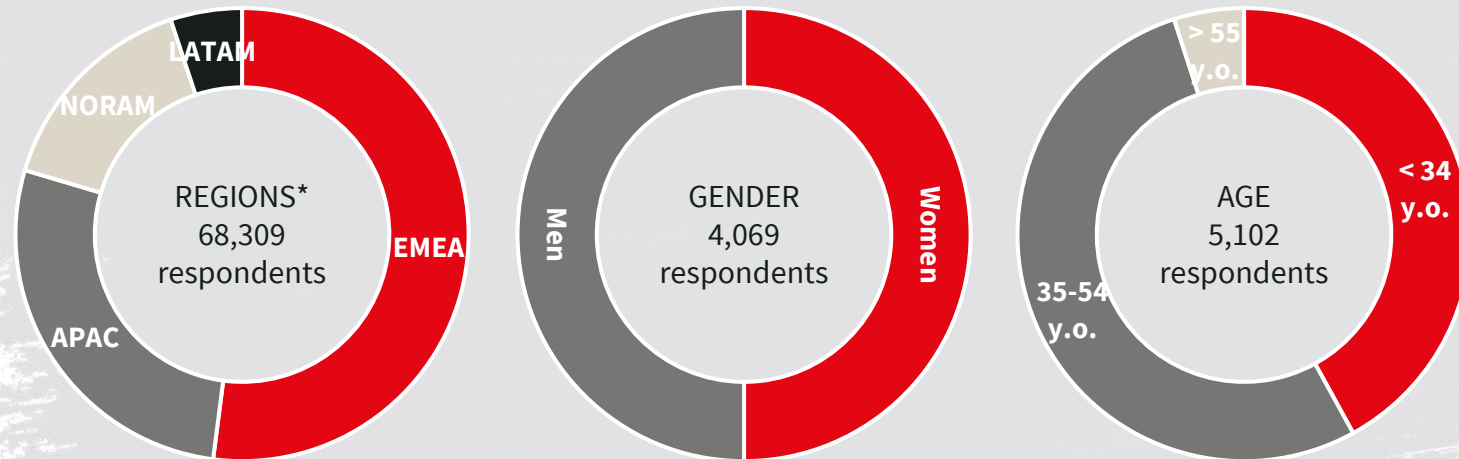
The methodology and survey used, highlight the impact and importance of various measured elements of the workplace on human experience. Each measured element captures a different aspect of human experience.

In the present study, the following criteria of the category "good physical and emotional state" are analysed: light quality, views and green spaces, temperature, noise disturbance, air quality and healthy lifestyle services. An analysis by gender, age and region is conducted on these factors.

Those factors are also correlated with perceived productivity and well-being in the end to see their ability to support performance and happiness at work.

Finally, the data over the past 7 years are analysed to highlight potential evolutions.

*More than 68,000 respondents*



\*EMEA: Europe Middle East & Africa, APAC: Asia Pacific, NORAM: North America, LATAM: Latin America  
As the question of gender and age is not asked in all cases, there are fewer respondents when we segment by gender and age.

## Glossary

**Importance:** The importance rating expresses in percentage the extent to which the respondents consider that various workplace elements impact their human experience whilst in the workplace. The aspects considered more important to ensuring effective human experience are reported with higher percentage rating.

**Satisfaction:** The satisfaction rating expresses in percentage the extent to which the respondents are satisfied with various workplace elements. A higher level of satisfaction is reported with a higher percentage rating.

**HX Score:** It is calculated by comparing the average importance score against the average satisfaction score. A score of 100 is achieved where importance is in line with satisfaction and the score increases or decreases by one point for every percentage point of variance. The higher the score the more users feel the measured elements are in line with their expectations.

< 80 : under expectations

80 – 120 : in line with expectations

100 : importance = satisfaction

> 120 : over expectations

### Importance

How important are each of the human experience factors in order for employees to carry out their work?

### Satisfaction

How satisfied are employees with each of the human experience factors?



### HX Score

$(1 - (\text{Importance} - \text{Satisfaction})) \times 100$

Does today's workplace meet employees' expectations?

## Glossary



**Temperature:** Indoor temperature in summer and winter.



**Noise disturbance:** External noise (for example traffic); internal noise from talking, moving around and the use of equipment such as telephones.



**Quality of light:** Natural light (daylight) as well as electric, other forms of artificial lighting and any glare.



**Air quality:** Natural ventilation (breeze or draught) as well as the quality of recycled air through air conditioning, including odors or smoke.



**Healthy lifestyle services:** Access to amenities and services to cater for my individual needs (for example: hospitality, catering, safety & security, commuting and health...).



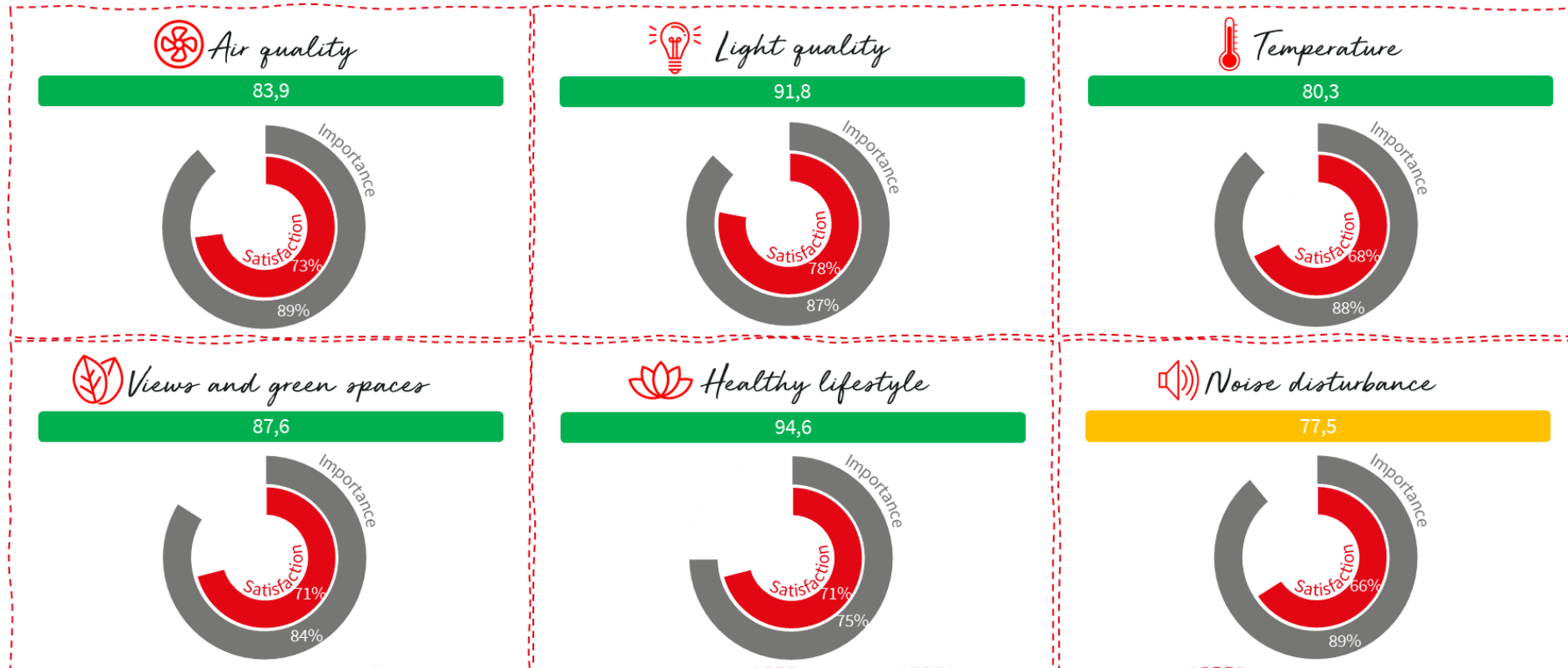
**Views and green spaces:** Access to views, indoor plants and green spaces.

## Employees still expect improvements in their working environment

All the indicators of air quality, light quality, temperature, views and green spaces, healthy lifestyle and noise disturbance are **important elements for employees in their working environment.**

However, **satisfaction levels with these indicators do not yet meet employees' expectations.**

Thus, there is **still potential for improvement in employees' workspaces.**



## Is there a change over time in fulfillment of employees' expectations with their workplace?

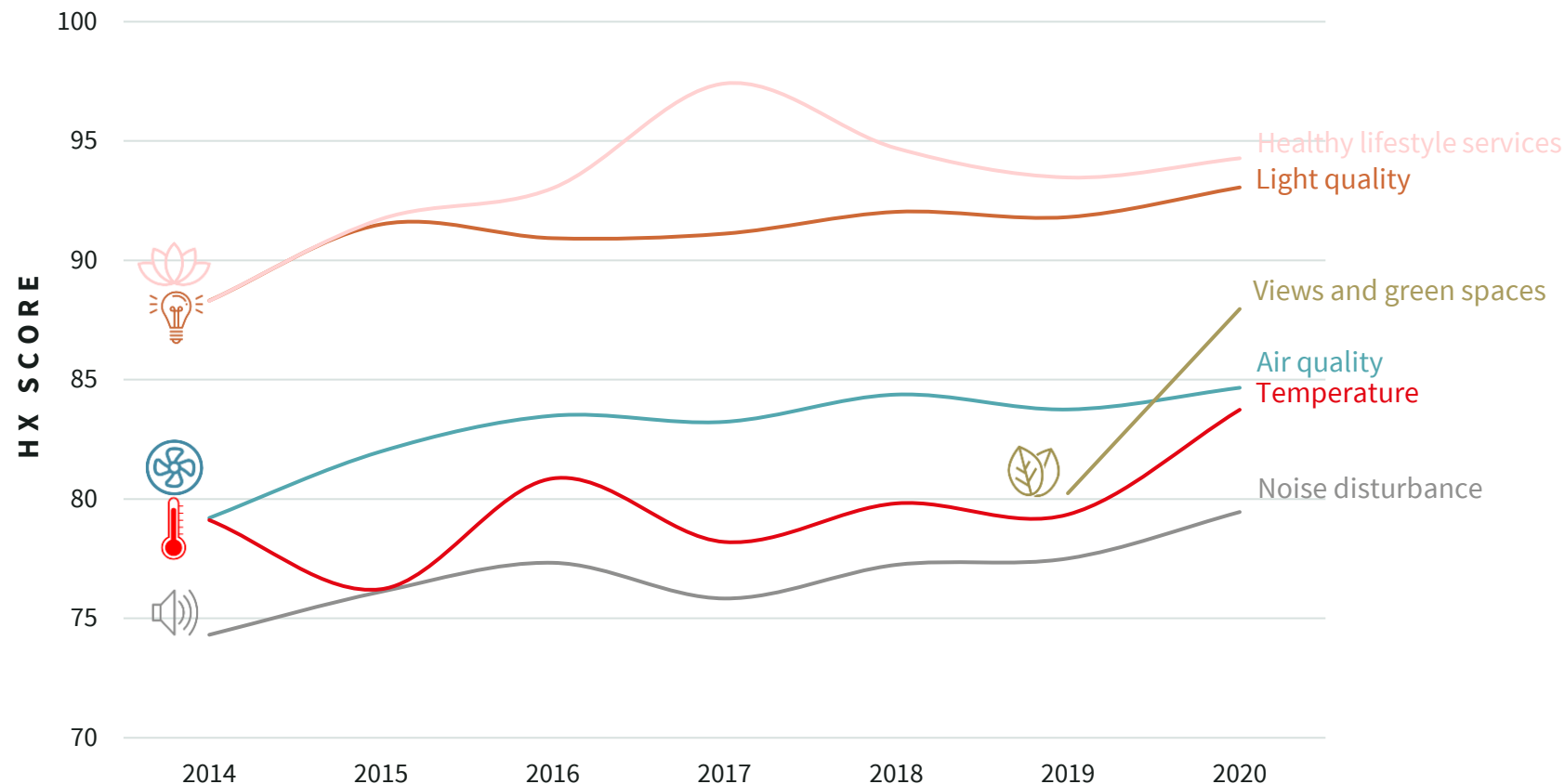
### *Workplace meets more and more employees' expectations with time*

We see an increase in importance in particular for air quality, temperature, and a slight increase for acoustics, light quality, views and green spaces and healthy lifestyle.

We also see a significant increase in satisfaction for all the factors, which is the main reason for the increase in the HX score.

### *Nevertheless, even if we see an increase in the HX score with time, there is still a way to go before responding fully to employees' expectations.*

As working practices change rapidly, expectations of office space are becoming **increasingly high and sophisticated**. This trend is accelerating with the deployment of flex-office and remote working. **With these new ways of working, offices need to offer spaces that are perfectly adapted to the needs of employees and that make them want to come.**



## Is there a change over time in fulfillment of employees' expectations with their workplace?

While for a long time the office as such had been forgotten, **today the workspace offered is an integral part of the package proposed to employees.**

***The workspace is therefore a real lever to attract and retain talent.***

The office must now, more than ever, **provide a real experience for employees by promoting both their productivity and their well-being.**

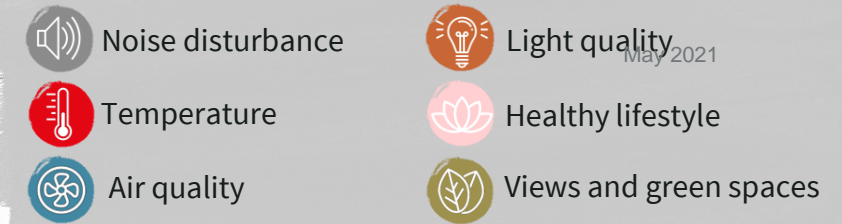
***The working experience in offices is clearly one of the key levers of CRE directors\* to add value to their employees' life.***

Globally, employee experience is on a par with financial and operational performance for CRE directors. **Improving the working environment is therefore at the heart of the concerns of both employees and CRE directors.**



\*JLL « Future of Work » survey – 560 Corporate Real Estate Directors

## Is there a gender difference in terms of fulfillment of workplace expectations?

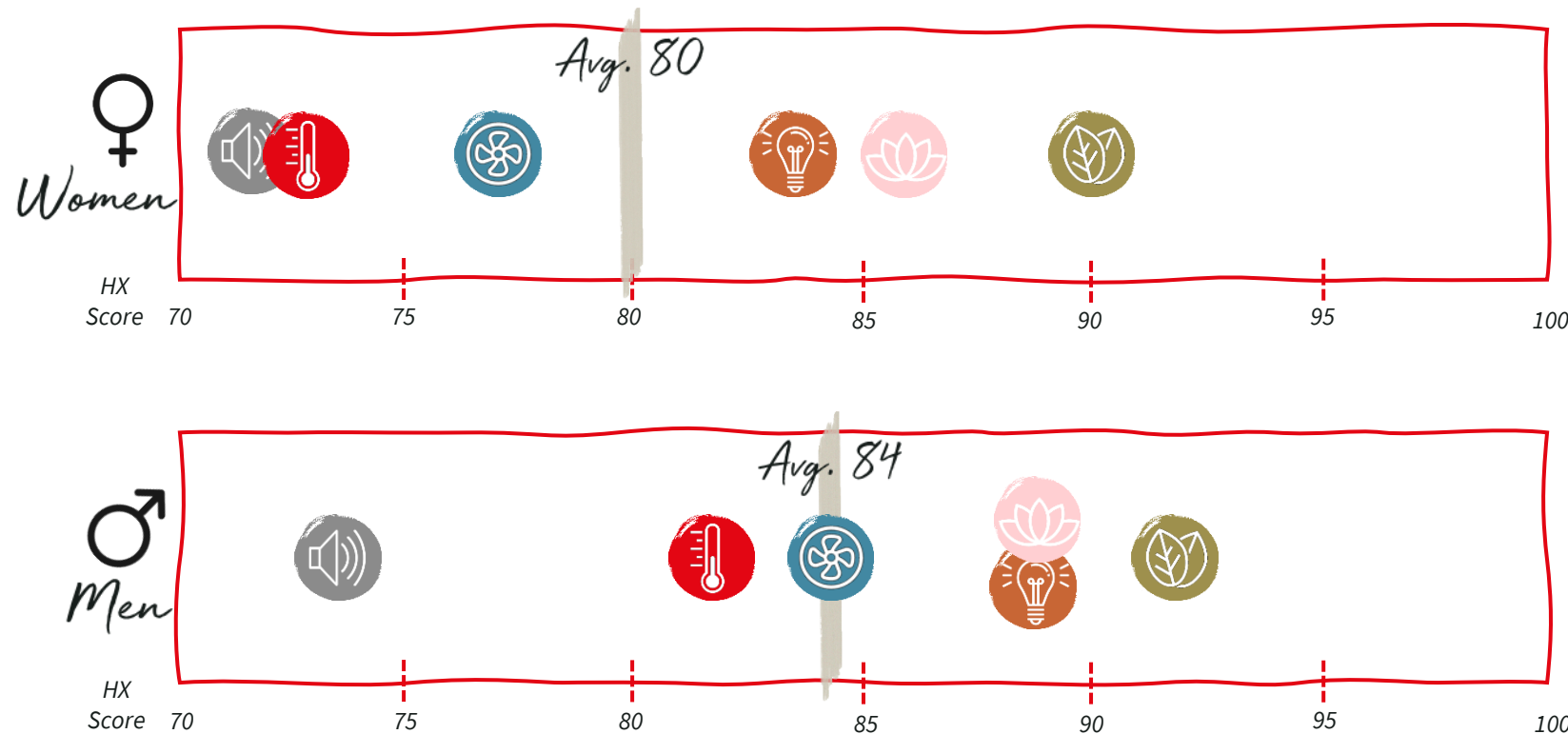


When we look at the aspirations and degree of fulfillment of women and men, there is a clear difference.

*In general, women have higher but less fulfilled expectations than men*

When it comes to the so-called **'basic' indoor environmental quality dimensions** that are **light, air, temperature and noise**, women and men attach similar importance to these factors. Nevertheless, **women are much less satisfied** than men on these same criteria.

On the other hand, **on the more experiential dimensions**, such as views, green spaces and healthy lifestyle, although **women give more importance to these criteria**, they are also **less satisfied** with them than men.



## Is there a gender difference in terms of fulfillment of workplace expectations?

*Women tend to be more sensitive than men to experiential dimensions (views, green spaces and healthy lifestyle) and this can be partly explained by a different work-life balance.*

Even today, various studies show that women often have a poorer work-life balance than men, with women generally still managing the home.

It appears that **women's mental health is more at risk than men's**, especially with the deployment of remote working. Indeed, in a recent study conducted by JLL, men take more advantage of the time freed up by remote working for leisure activities, whereas women use this time more for managing their home.

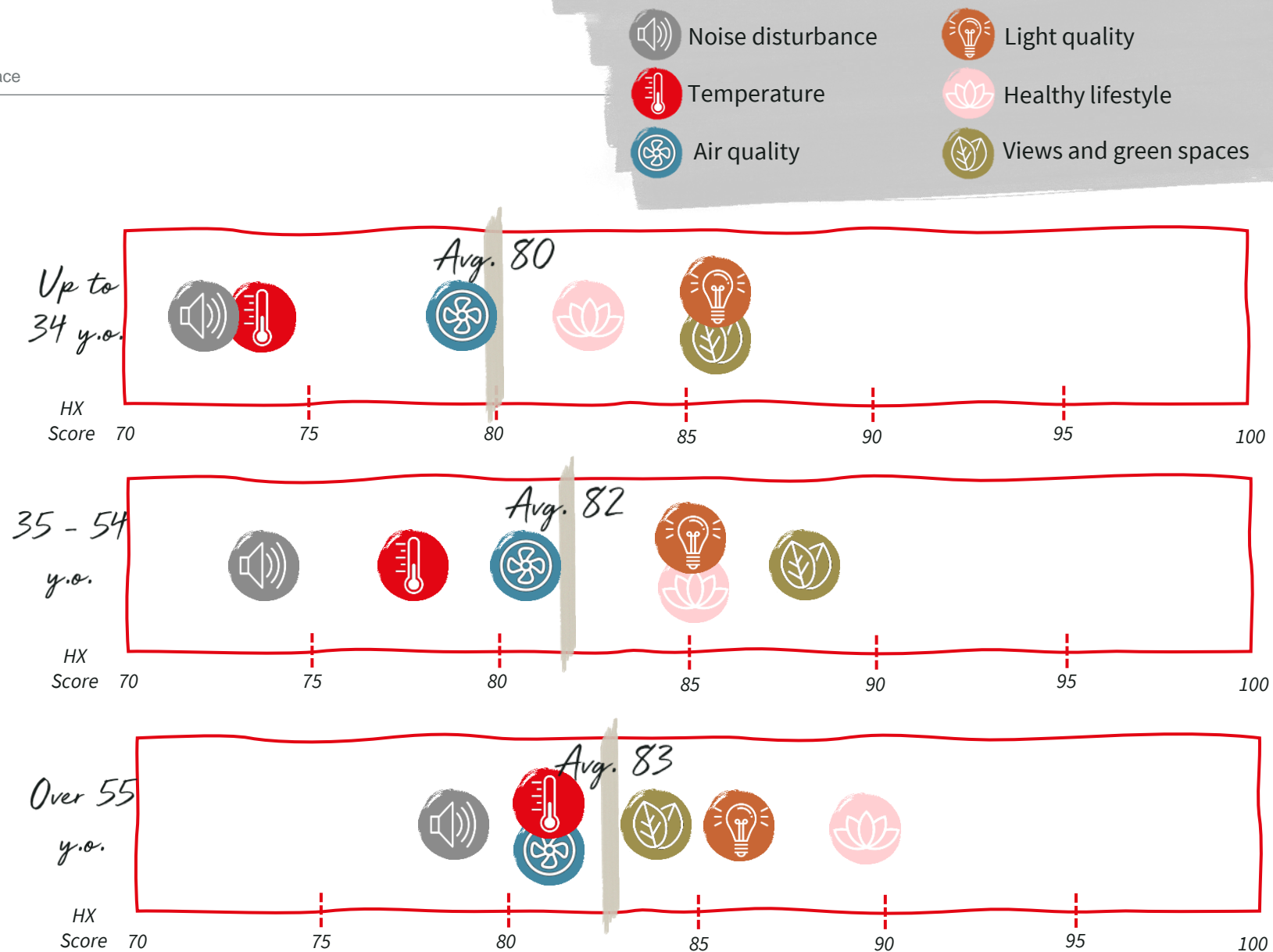
*Thus, when women come to the office, they are looking for a workspace that promotes their well-being and improves their work-life balance.*

Their office should be a **peaceful place, where they can be productive in the face of a busy personal life.**



## Is there a difference between age groups in terms of fulfillment of workplace expectations?

While all generations want offices that offer them the optimal conditions for their productivity and well-being, **in general, the new generations (under 35-year-olds) have even higher expectations.**



## Is there a difference between age groups in their expectations about their workplace?

***For the younger generation, workplace is part of the package offered by their employer.***

In the various studies carried out by JLL, it is clear that for them the office is considered as **a real lively place** and should therefore offer them an adequate experience.

***The new generations, with their personal and professional lives less segmented, expect their office to be an extension of their private life, and therefore an extension of their home.***

The office must offer quality living spaces that **allow them to blossom and to be at work as at home**. Moreover, it is the youngest people who today, in a period of intensive remote working, are most keen to return to the office because it is an extremely important place for them to live and socialise.

***Finally, the youngest are increasingly looking for an alignment of values with their company.***

They place a lot of importance on working in a company that promotes their values and therefore encourages well-being and health, hence their high expectations for green views and spaces and healthy lifestyle.

***In contrast, older generations have more traditional needs.***

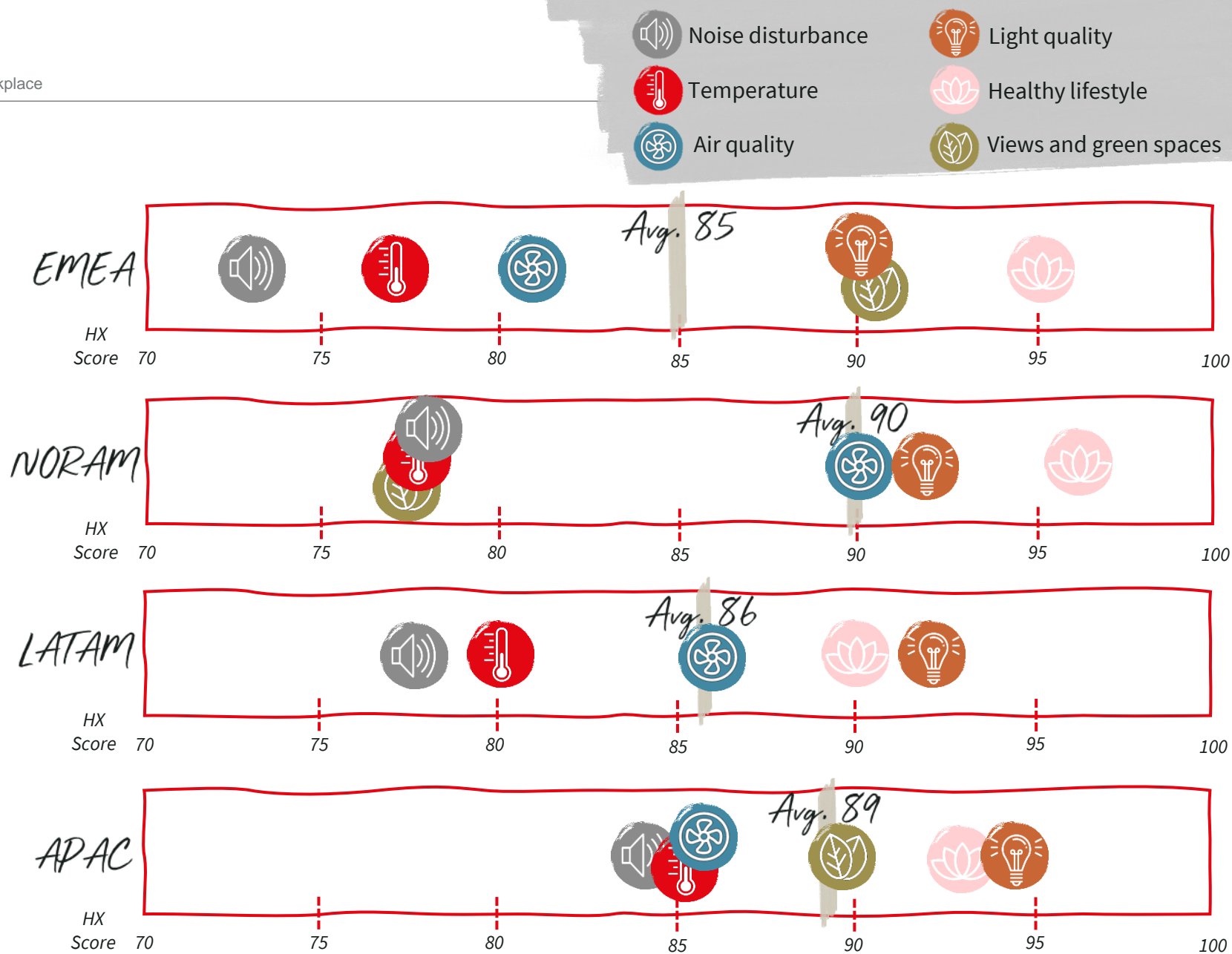
Work is seen more as a task to be done and much less as a place to experience and socialise.



## Is there a difference between the regions in the fulfillment of expectations about their workplace?

*There are also differences between the different regions of the world in terms of degree of fulfillment regarding workplace's expectations:*

- In the **EMEA region**, particularly strong gap between expectations and fulfillment regarding **air quality, temperature and noise disturbance**;
- In the **NORAM region**, particularly strong gap regarding **views and green spaces**;
- In the **LATAM region**, particularly strong gap regarding **healthy lifestyle**;
- In the **APAC region**, expectations seem to be **more fulfilled overall on all indicators**.



Source: JLL/GBS – Aggregated data since 2016

## Is there a difference between the regions in the fulfillment of expectations about their workplace?

*While these differences are clearly not all rationally explainable, several factors do influence them.*

Firstly, as the **European building stock is generally older** than that of the APAC or NORAM regions in particular, **office buildings are often more constrained**. They therefore **do not offer the same performance**, particularly in terms of temperature, quality of light, air quality and views. This partly explains the high gap between expectations and level of fulfillment in the EMEA region.

Secondly, there may be **cultural biases the way people answer questions**, as well as **country-specific differences in each region**. This could also affect results.



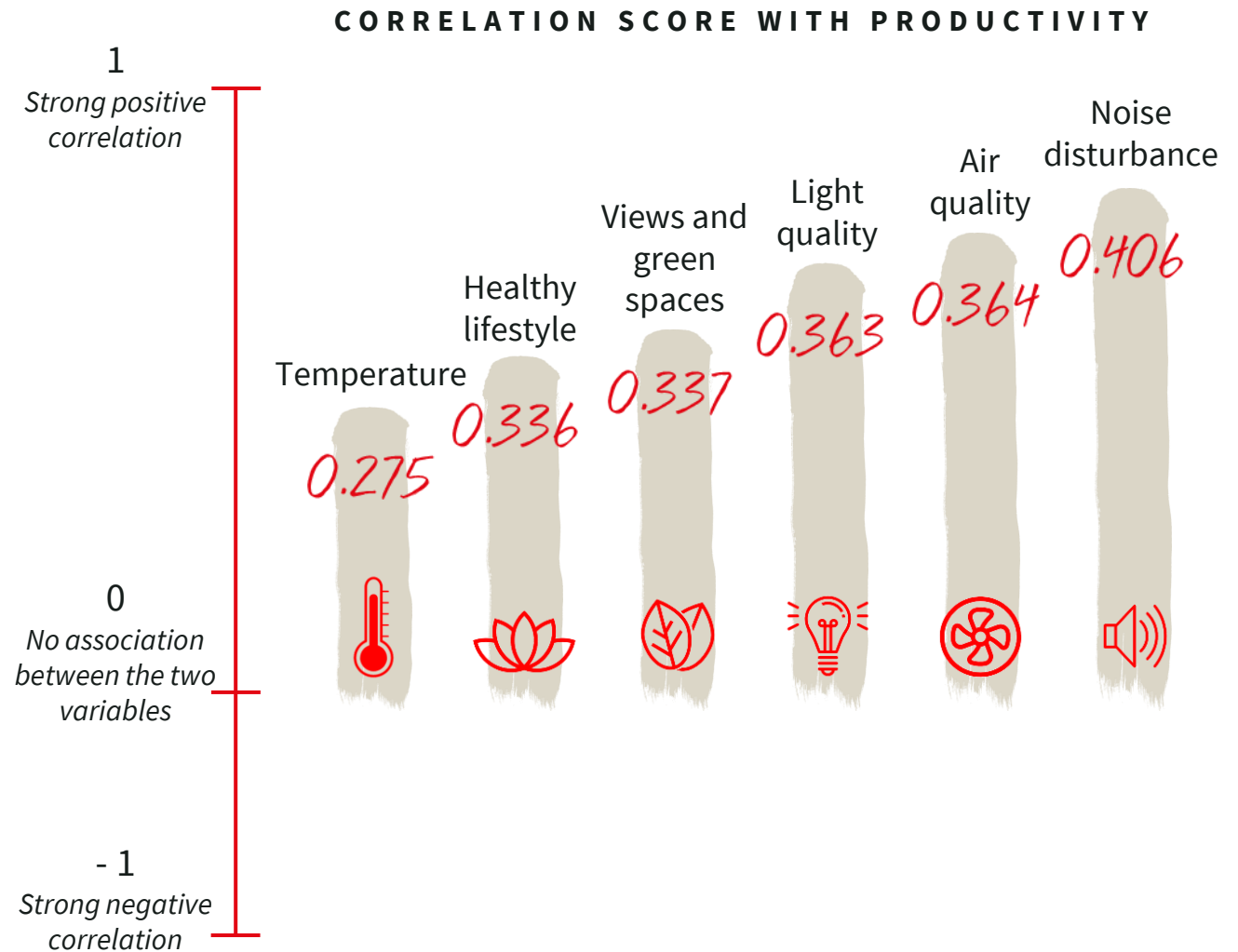
## What are the drivers of productivity?

When analysing the impact of different office indicators (noise disturbance, air quality, light quality, views and green spaces, healthy lifestyle and temperature), it is clear that **all these factors show a positive correlation with productivity**.

All of these levers will have a positive impact on employee productivity. **It is primarily noise disturbance, air quality and light quality** that will have the greatest effect on productivity in the office.

However, when it comes to employee productivity in the workplace, **many other factors could have an influence (i.e.: the management style, the diversity of the spaces offered, the quality of the IT, etc.)**. This minimizes the correlation scores of analysed factors.

**One thing is certain, when it comes to productivity, employees tend to favour indoor environment quality factors - such as light, air and acoustics over other features and innovative services.**



Based on the Spearman methodology.

Correlation coefficient is comprised between -1 and 1:

1 indicates a strong positive correlation: this means that y increases with x.

0 means that there is no association between the two variables x and y.

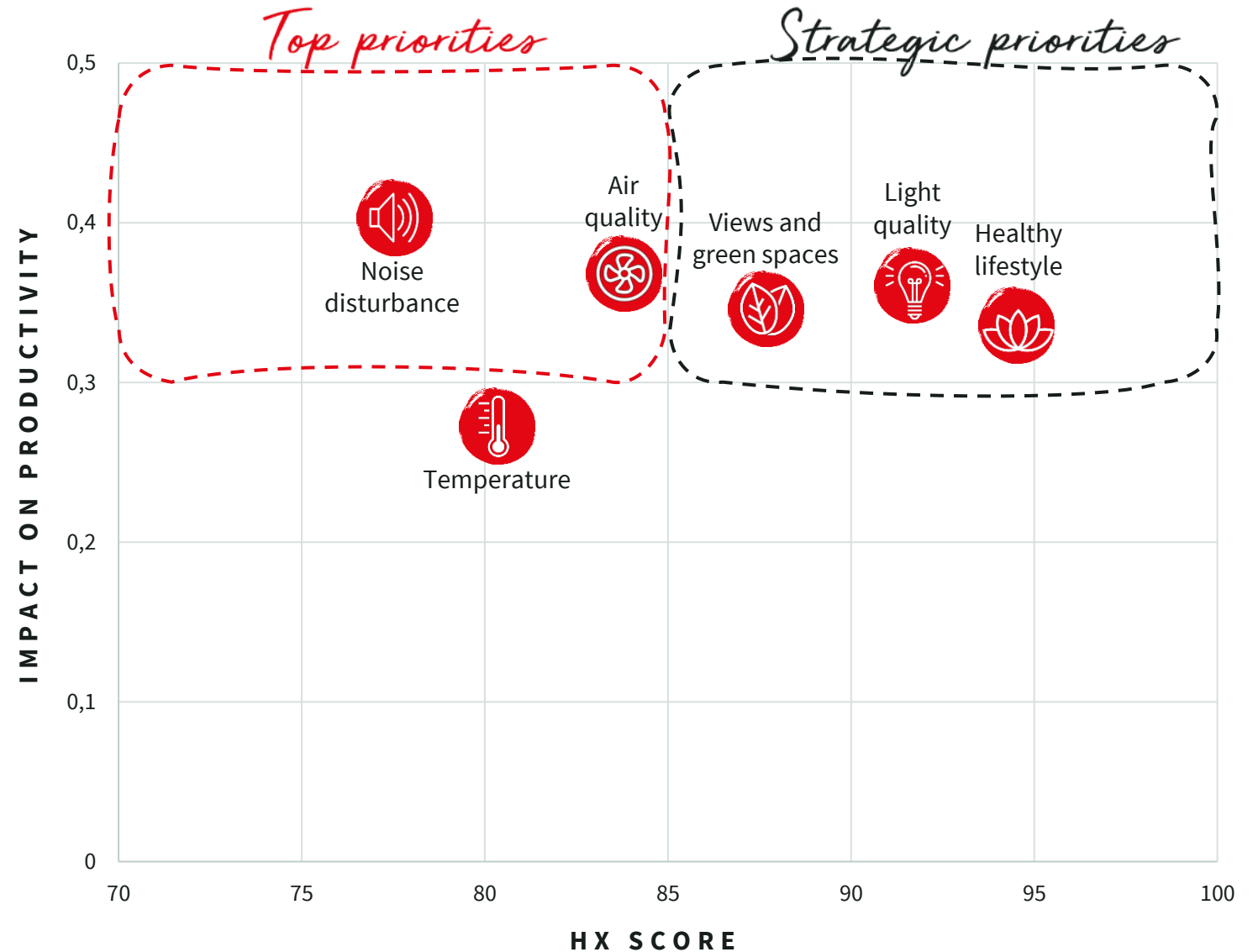
-1 indicates a strong negative correlation: this means that every time x increases, y decreases.

## For which key productivity factors are employee expectations lacking?

Here, **the impact of different indicators on productivity is compared with the level of fulfillment of employee's expectations** on these same indicators. This analysis **highlights the factors which, if companies worked on them, would make it possible to improve their employees' productivity while better meeting their expectations.**

In the first instance, **employees are clearly expecting pre-requisites for their office that are good acoustics and air quality.** In a second phase, other aspects of well-being and health will be essential for their productivity. **Providing views and green spaces, good quality of light and healthy lifestyle can therefore increase productivity while at the same time responding to the increasing demands of employees on these subjects.**

In a recent large-scale study conducted by JLL\*, the same trend was observed. When employees are asked about the spaces they would like to see developed in their companies, **it is the so-called "basic" spaces (such as a concentration room) and green spaces that come out on top, ahead of spaces for innovation and collaboration.**



\* Human Expérience – 3,000 respondents worldwide – « Building a new work experience »

## What are the drivers of well-being?

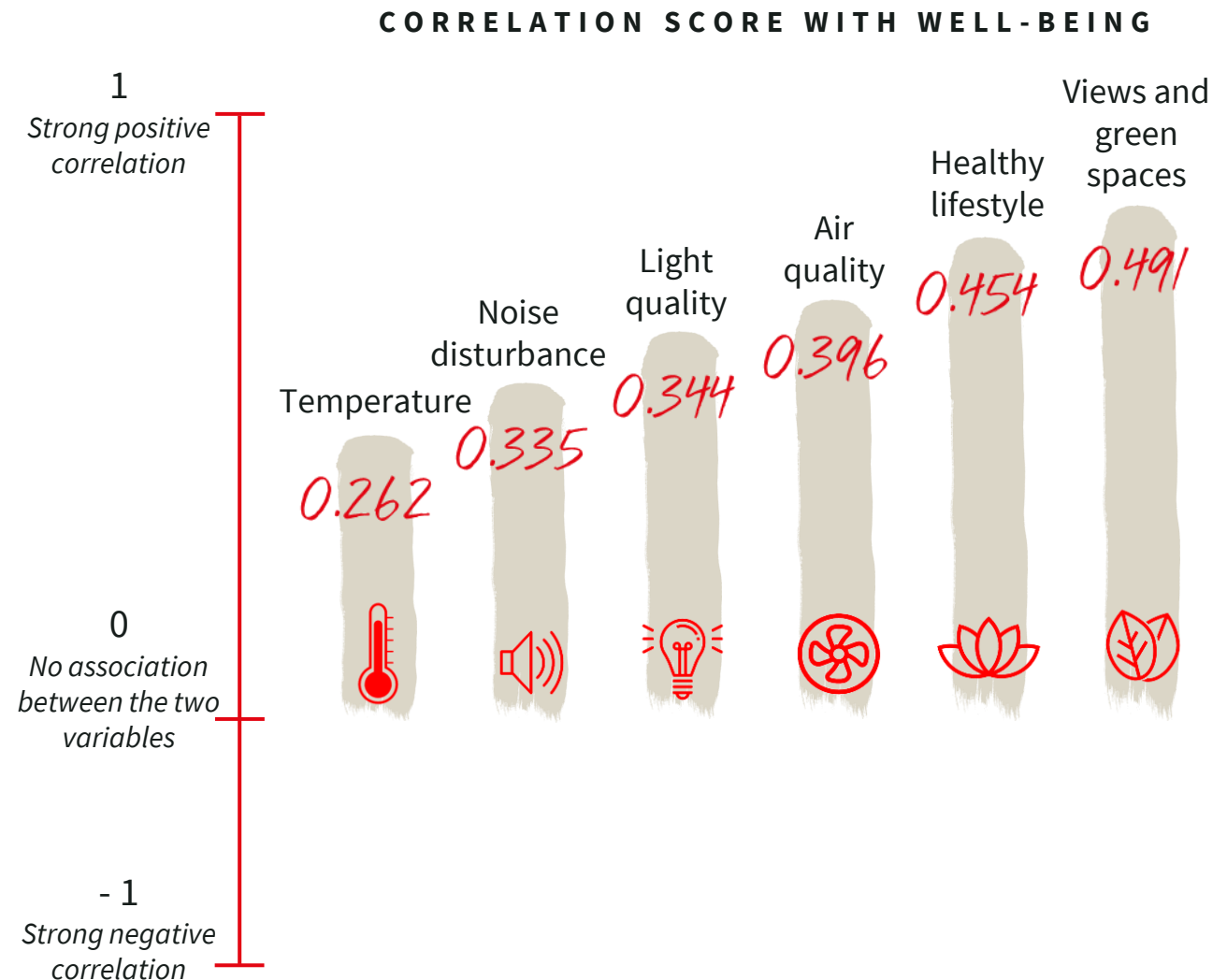
When we analyse the impact of the office indicators that are noise disturbance, air quality, light quality, views and green spaces, healthy lifestyle and temperature, it is clear that **all these factors show a positive correlation with well-being.**

**Views and green spaces as well as healthy lifestyle will have a fairly strong impact on employee well-being, although the quality of air and light will also significantly encourage employee well-being in their offices.**

Here again, when we talk about the well-being of employees in companies, **a multitude of factors will have an influence.**

**Unlike productivity, where the fundamentals of the office are the most important (noise, air, light), when it comes to well-being employees have much more aspirational and experiential needs. Views and green spaces and healthy lifestyle are in the forefront of demand.**

This trend is confirmed by other studies conducted by JLL. Worldwide, **spaces connected to nature are in the top 3 of requested spaces.**



Based on the Spearman methodology.

Correlation coefficient is comprised between -1 and 1:

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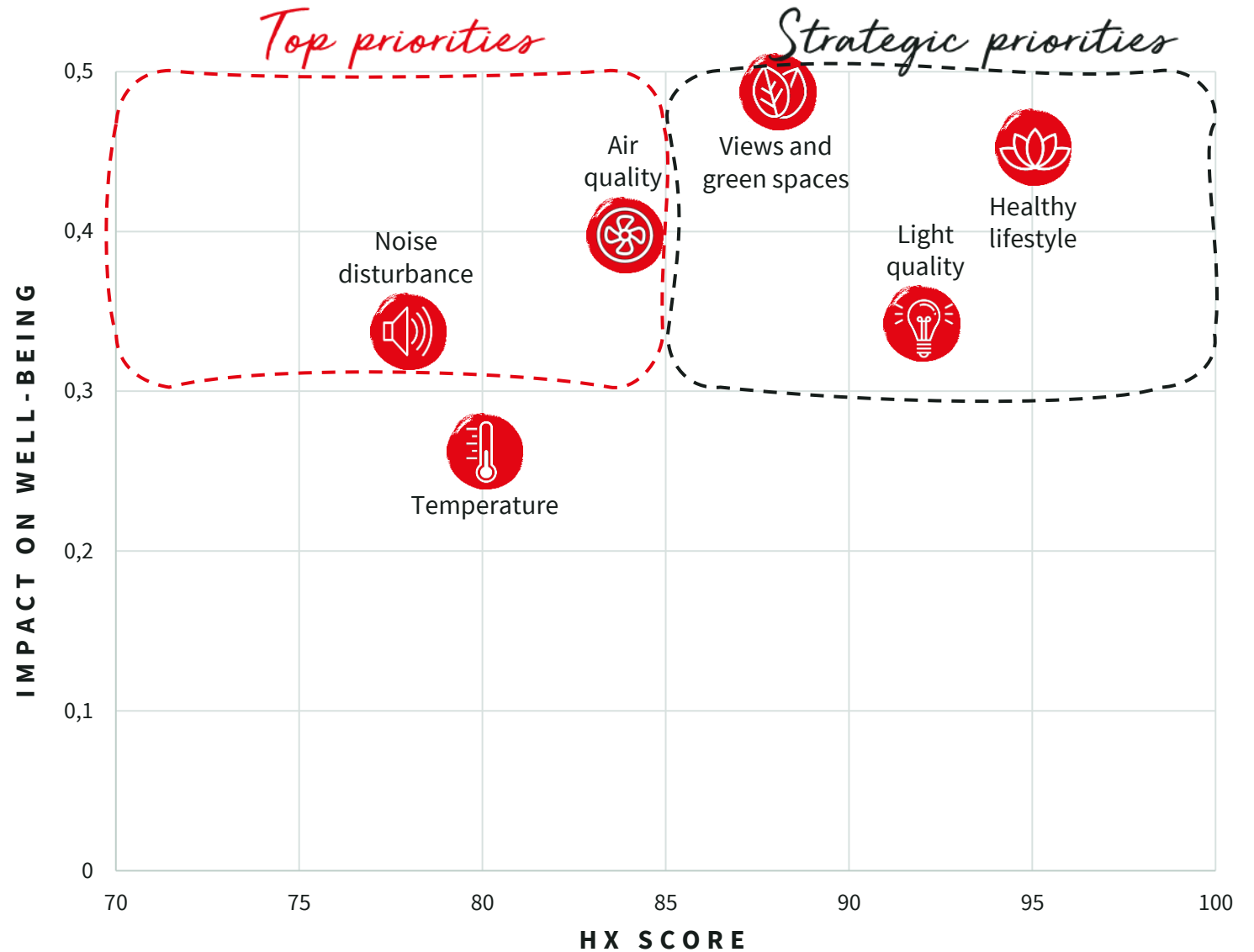
-1 indicates a strong negative correlation: this means that every time x increases, y decreases.

## For which key well-being factors are employee expectations lacking?

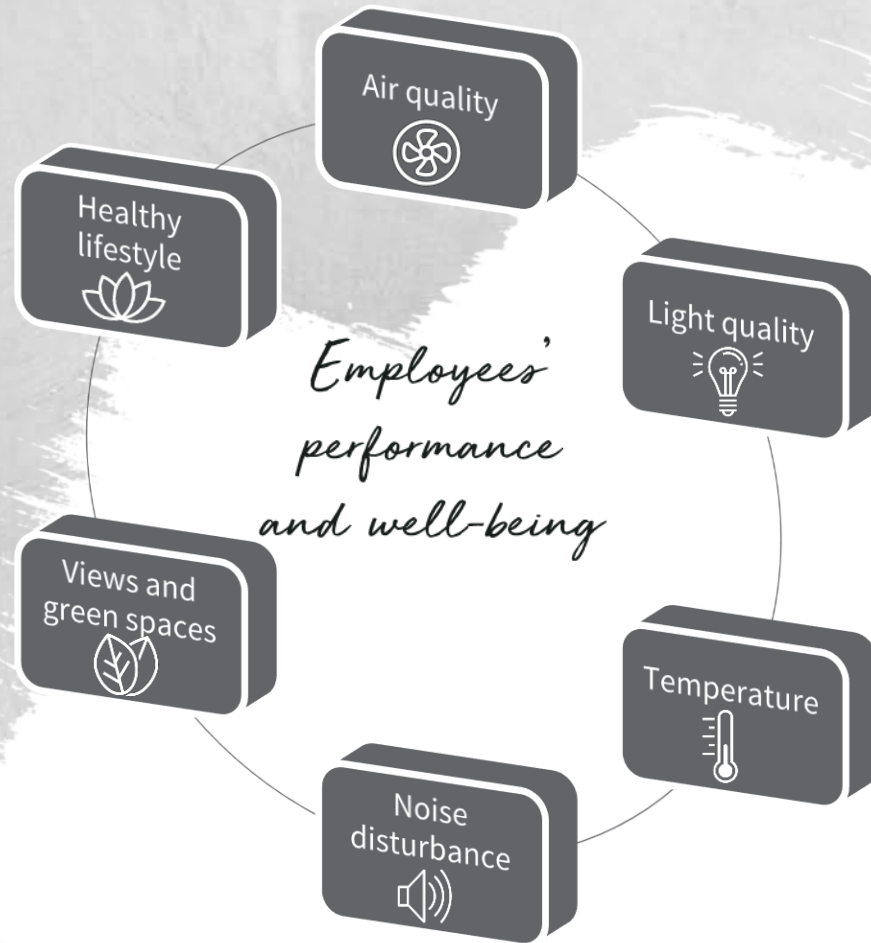
The impact of the various indicators on well-being is compared with the level of fulfillment of employee's expectations on these same indicators.

This analysis **highlights the factors which, if companies worked on them, would make it possible to improve the well-being of their employees while better meeting their expectations.**

As a first step, just as for employee productivity, **real work on noise and air quality must be put in place in companies.** However, for the well-being of employees, **action on views and green spaces, quality of light and healthy lifestyle would also appear to be beneficial.**



# Conclusion



**Well-being and health at work, already very important before the Covid-19 crisis, are nowadays reinforced in everyone's priorities both for employees and employers.**

While employees are increasingly demanding in terms of the quality of their working environment, **executives also understand the current issues related to the office including the importance of environmental health. In this context, the impact of the workplace on the well-being of employees and on their performance is now undeniable.** This makes it even more important for companies to rethink their workplaces.

When looking more precisely at **indoor environmental quality factors** including the quality of light, indoor air quality, temperature, noise disturbance, views and green spaces, as healthy lifestyle services, **it is very clear that they all matter for employees and that those expect more from their employers.** While some differences could be observed depending on the gender of the employees, age and geographical location, these expectations are clearly present, in particular with regards to acoustics, temperature and air quality.

**At the same time a positive correlation between those work environment features is established with employee well-being and productivity.** From employees' perspective, **acoustics, indoor air quality, and light quality can particularly support productivity.** When it comes to **well-being and happiness at work, views and green spaces and health services appear in the forefront.** As well-being is directly linked to employee performance, by acting on these factors, the performance of employees will be higher.

**The challenge is therefore clear. By enabling employees to thrive and perform better, acting on the indoor environmental quality of workplaces combined with health services can set up a virtuous circle within companies.**

### ***Sophie Rozen***

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Lead Director Research Services  
Paris  
+33 1 40 55 85 15  
[Sophie.rozen@eu.jll.com](mailto:Sophie.rozen@eu.jll.com)

### ***Marie Silvin***

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Consultante Research Services  
Paris  
+33 1 40 55 59 31  
[Marie.silvin@eu.jll.com](mailto:Marie.silvin@eu.jll.com)

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