



**wraw**<sup>®</sup>  
Workplace resilience  
and wellbeing

---



## **Wraw Organisation Report**

**Organisation Name**



Number of contributors: 151

Report generated on 19 Sep 2018

**Comparison group: Global Workers**

Confidential

Please be aware that this report contains potentially sensitive information and should therefore only be shared with those who have been given permission to view the data.

---

© The Wellbeing Project (Europe) Limited 2018

Reproduction and Re-Distribution: No part of this material may be (i) copied, photocopied or duplicated in any form by any means or (ii) redistributed without our prior written consent.


## What is Wraw?

Wraw is a psychometric measure of resilience and its impact on wellbeing for working people. It stands for 'Workplace resilience and wellbeing', describing a subject that is of increasing importance in the workplace. A snapshot of where you are now is provided by Wraw to help raise awareness, with a view to enhancing behaviours and approaches going forwards.

## Why is Wraw important?

Our work environment is constantly evolving, with increased use of technology, more complex regulation and compliance, and fast-moving, highly competitive markets. Work can often spill over into personal time, leaving little respite for busy lifestyles and a real risk that our resilience and wellbeing are compromised. It is crucial that we have strategies to keep this in check, get the necessary down-time and maintain a healthy work/life balance.

There are things individuals and teams can do to help with this, as well as things managers and leaders can do. So, where possible, we recommend a two-pronged approach:

 **Educate and empower** individuals and teams to take ownership of their own resilience and wellbeing.

 **Educate and enable** managers and leaders to build a safe and supportive working environment.

---

**Wraw has been built with this ambition in mind**, to increase awareness of the importance of resilience and wellbeing for individuals, and to put it at the heart of every organisation. The aim is to help shape and guide an organisation's wellbeing strategy and to embed Wraw in everyday approaches.

### For individuals and teams, completing Wraw and using the report it generates can help to:

- Create greater awareness of first signs or symptoms when personal resilience and wellbeing dip.
- Step in early, be proactive and minimise the risk of physical or mental wellbeing declining.
- Identify personal strategies to habitually enable resilience and wellbeing.
- Harness the opportunity to develop high performance in a healthy way.

### For managers and leaders, it can help to:

- Enhance senior leadership skills to shape and sustain a Wraw culture, with robust strategies and actions to support the whole organisation.
- Embed Wraw in all approaches, such as code of conduct, appraisals, meeting culture, workload reviews, processes and protocols.
- Support teams - starting with getting to know and understand colleagues better.
- Build confidence to engage in regular wellbeing conversations.

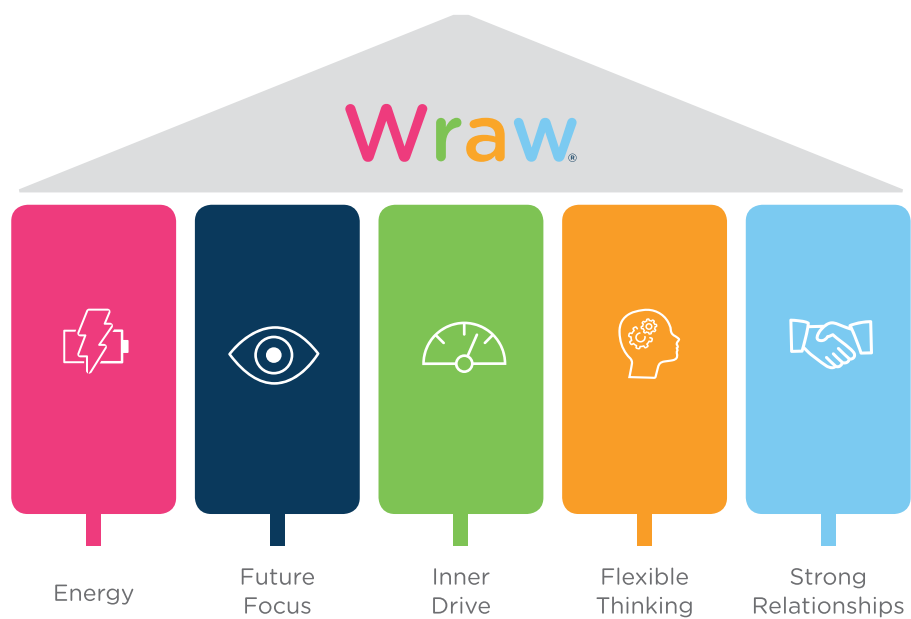
We see a real opportunity for organisations to develop a competitive edge, to rise above the daily pressures they face and to build sustainable healthy high performance.

# Introduction to your report

The Wraw Organisation report reflects the way your people collectively responded to the questionnaire, although a large part of interpreting this is knowing where responses sit in relation to your comparison group (identified on the front cover of this report and described on page 6). You are advised to reflect on the accuracy and relevance of your organisation results in the current situation. Gaining awareness and understanding of your Wraw results is a first step to developing strategies to enhance resilience and wellbeing going forward.

## The pillars defined

The 5 pillars of resilience underlie Wraw and are defined in the overview below.



Energy	Sustaining and renewing physical energy to have the capacity to keep going through challenging times.
Future Focus	Having a clear sense of purpose and direction to help to move forward without getting stuck or feeling held back.
Inner Drive	Sustaining self-belief when times get tough, displaying confidence, motivation and perseverance.
Flexible Thinking	Having an open and optimistic mindset, enabling a positive and adaptive response to change and challenges.
Strong Relationships	Building open and trusting relationships and being willing to call on these for help and support if facing a challenge.

It is well established that life's ongoing challenges have an influence on our physical and psychological wellbeing. Our resilience and wellbeing can have an impact on the degree to which these challenges affect us. Resilience does not mean we are immune to what life throws at us: physical and mental health challenges may lead to outcomes that affect us regardless of our resilience.

However, evidence suggests that developing a high level of resilience leads to positive outcomes, such as experiencing a sense of challenge and achievement, which are important for high levels of psychological wellbeing<sup>1</sup>.

It is therefore worthwhile developing our resilience. In particular, this can help protect against situations where pressures become too difficult or numerous to cope with.



<sup>1</sup>BPS Division of Occupational Psychology White Paper on Psychological Wellbeing at Work.

# Report contents

Your results and next steps are structured around the pillars, as outlined below:

	<i>page</i>
<b>How to use this report</b>	<b>06</b>
<b>Organisation results</b>	
• <b>Wraw index</b>	<b>07</b>
• <b>Impact index</b>	<b>09</b>
• <b>The pillars summative scores</b>	<b>10</b>
• <b>The pillars overview</b>	<b>11</b>
• <b>The pillars in depth</b>	<b>12</b>
• <b>Leader index</b>	<b>19</b>
• <b>Pressure points</b>	<b>22</b>
• <b>Open-ended responses</b>	<b>24</b>
• <b>Heatmap</b>	<b>25</b>
<b>Resources</b>	<b>27</b>

The information contained in this report should be treated as confidential, and as such should be stored securely and in compliance with best practice on data protection. The report provides a snapshot in time. Wraw scores are likely to change depending on how much respondents are able to develop resilience and wellbeing strategies, and on how much their personal circumstances change. After a number of months, it would be sensible to reconsider the ongoing relevance of a set of scores. Completing Wraw again may provide a different set of scores that could be used to track development in the intervening months.

The Wellbeing Project (Europe) Limited  
Registered Company No. 06052302  
E: [info@thewellbeingproject.co.uk](mailto:info@thewellbeingproject.co.uk) W: [www.thewellbeingproject.co.uk](http://www.thewellbeingproject.co.uk) T: 0800 0856899

The use of Wraw is restricted to individuals authorised by The Wellbeing Project, its subsidiaries and its agents. This report has been computer generated and The Wellbeing Project and its agents do not guarantee that it has not been modified. The Wellbeing Project, its subsidiaries and its agents accept no liability for the consequences of the use of this report, howsoever arising.

# How to use this report

In this report, you will be provided with information to allow you to gauge the extent to which your people are being affected by challenges, pressures and demands – particularly at work – and how current levels of resilience and wellbeing are equipping them to deal with these factors.

The various facets that comprise the organisation’s resilience will be explored in detail, allowing you to identify areas of strength and development, as well as specific strategies to enhance resilience.

## Scores in this report are presented in two ways:

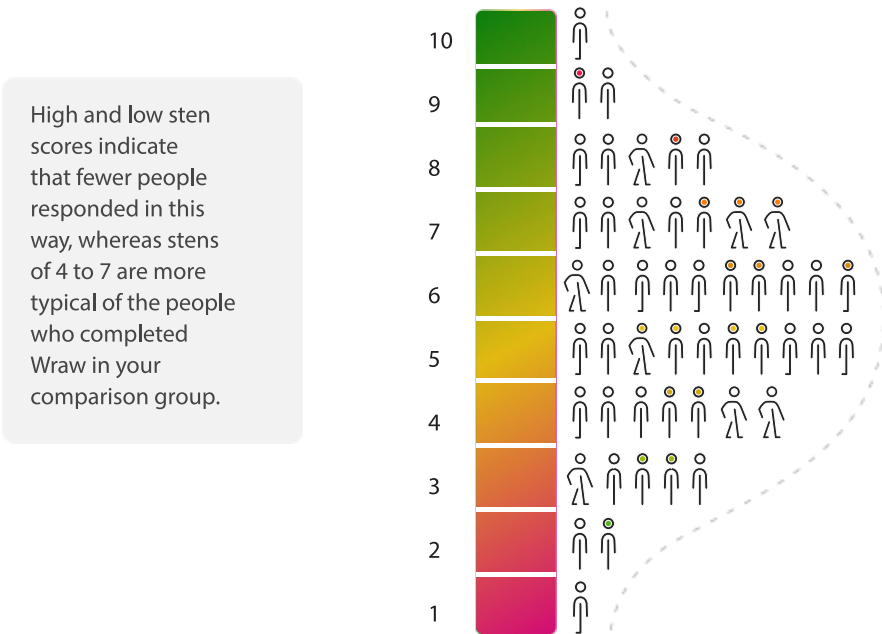
### Summative scores

These involve presenting combined responses as a percentage, so are simply a summary of the responses that organisation members provided on the given scale. Whilst it is possible to achieve a full range of percentage scores on these scales, higher scores indicate greater resilience, whilst lower scores indicate more opportunities for development.

### Comparison scores

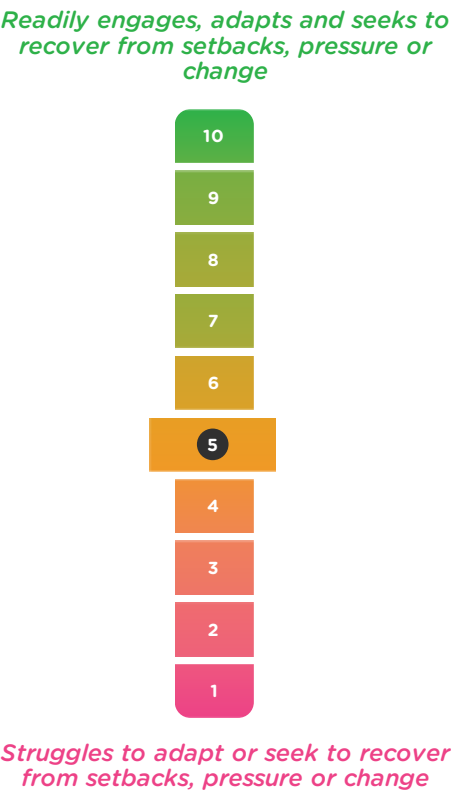
In addition, the report compares the organisation’s responses to a group of individuals who also completed Wraw. Your comparison group is Global Workers, who came from a wide range of organisations, including both private and public sector workers.

The comparison scores are presented as sten scores from 1 to 10. A sten score indicates your organisation’s approximate position with respect to the other people who completed the questionnaire. The sten scores are defined by reference to a standard normal distribution as shown in the chart below.



# Organisation results – Wraw index

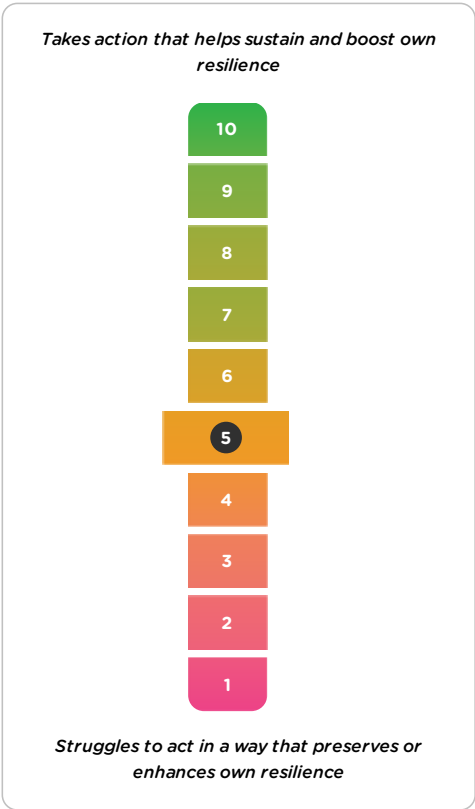
This provides an overall measure of the extent to which respondents are demonstrating the 5 pillars, in relation to the comparison group. It reflects their faculty to be resilient at the present time and in present circumstances. A lower score indicates that on average respondents are demonstrating resilience to a lesser degree than most others in the comparison group. A higher score indicates that on average respondents are demonstrating resilience to a greater degree than most others in the comparison group.



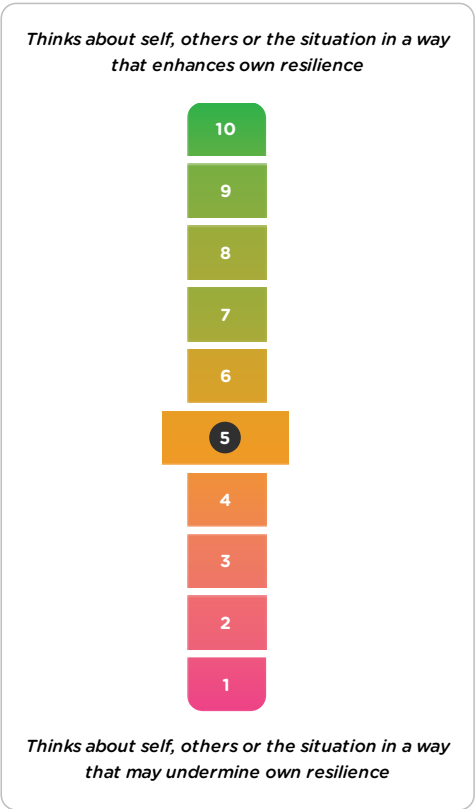
Resilient actions and thoughts

Your Wraw index is made up of both resilient actions and resilient thoughts. This section gives you an indication of whether you might enhance resilience by focusing on the way you are thinking about your situation, what you are doing, or both.

Resilient actions



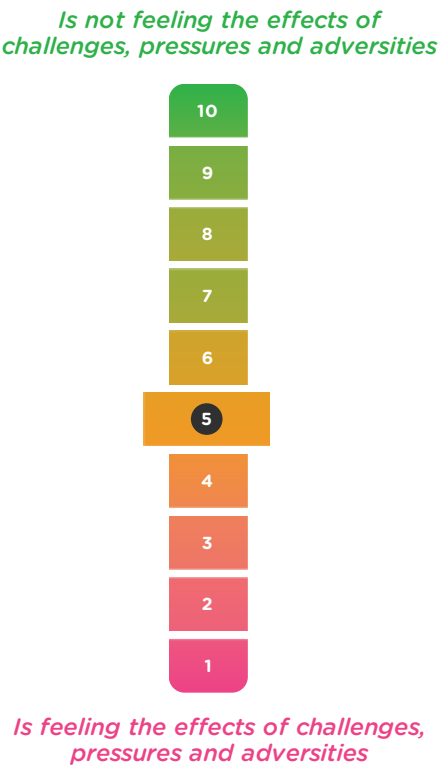
Resilient thoughts





# Organisation results – Impact index

As detailed earlier, life provides challenges that result in a level of what might be termed physical and mental wellbeing. Our Impact index indicates the extent to which respondents are feeling the effects of these pressures, challenges and adversities, keeping in mind that there is a particular focus on work in the questionnaire. A lower score indicates that on average respondents are feeling the effects to a greater degree than most others in the comparison group. A higher score indicates that on average respondents are feeling the effects to a lesser degree than most others in the comparison group.

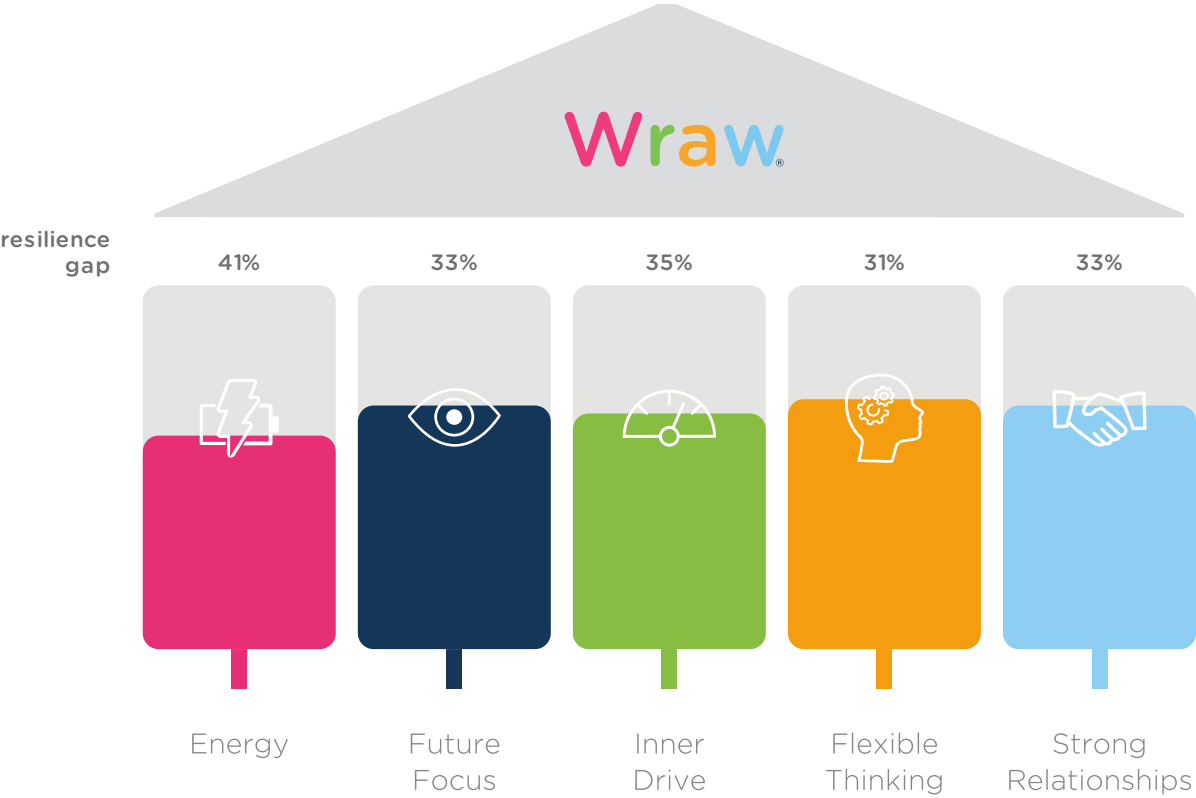


If you wish to enhance the outcomes experienced in the organisation and ultimately boost wellbeing, you can do so by exploring the organisation’s scores on the pillars.

# Organisation results – The pillars summative scores

## The Pillars

In the chart below you will see how your people have responded to each of the pillar scales of Wraw (summative scores). These pillar scores are simply a combined sum of the organisation’s responses and they do not take account of any comparison to the scores of others. For any one pillar, the resilience gap indicates the extent to which there is scope to develop the organisation’s resilience. The maximum resilience shown on any one scale is 100%, so your percentage gap gives an indication of how much room for development the organisation has.

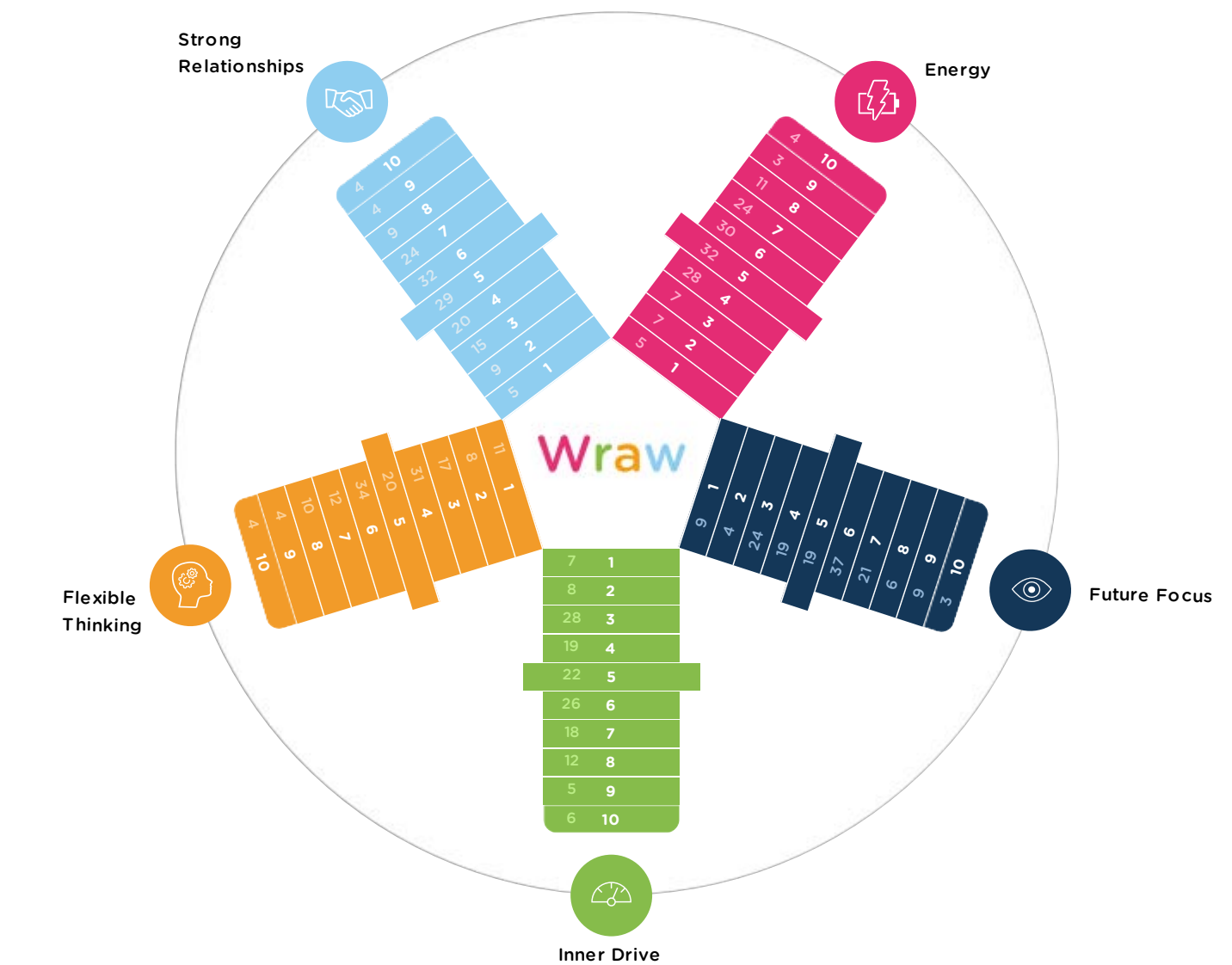


Considering this alongside ‘Organisation results - The pillars overview’ scores should offer you further insight into where your organisation’s priorities may lie.

# Organisation results – The pillars overview

In the last section we gave you the pillar scores in absolute terms. Here each pillar is summarised in relation to the comparison group, so that you can see how typical the organisation’s responses are, as well as the relationships between pillars.

Sten scores 1 to 10 are shown on each pillar in white, with your organisation’s average sten highlighted. The numbers to the left of the sten scores show how many members of the organisation have scores on that sten. A high average sten score indicates that the organisation is demonstrating that pillar to a greater degree than most other respondents. A low score indicates that the organisation is demonstrating that pillar to a lesser degree than most others in the comparison group. Remember that scores in the range of 4 to 7 are typical of the comparison group.



By looking at the organisation’s scores on the pillars you will be able to identify those areas where there is greatest room for improvement relative to your comparison group.

# Organisation results – The pillars in depth

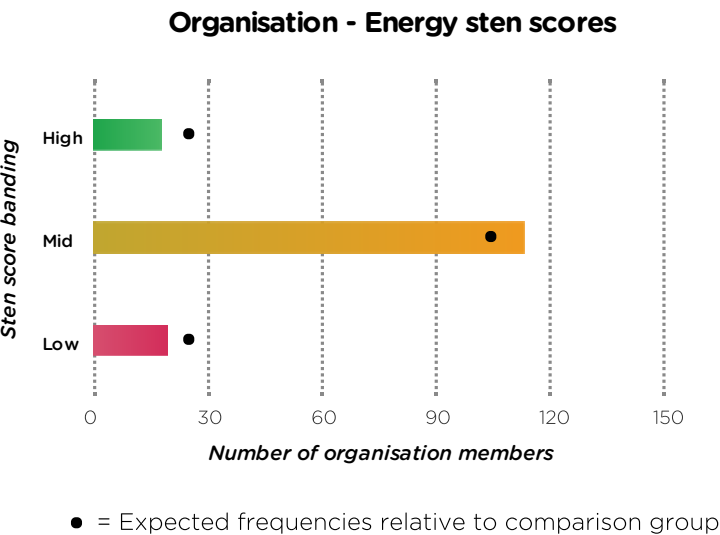
## Energy

Energy is the foundation of physical, mental and emotional resilience. This pillar is about sustaining and renewing physical energy to feel energised throughout the whole day. Having regular intervals of self-care, restoration and recovery helps to re-energise from high-paced or intense periods.

*Acts to renew and sustain physical energy*



*Overlooks renewing and sustaining physical energy*



Consider whether you have more people on either the high or low extremes than might be expected by examining the above chart. Reflect on what this might mean in terms of enhancing this pillar – should it be a focus for all organisation members or only some?

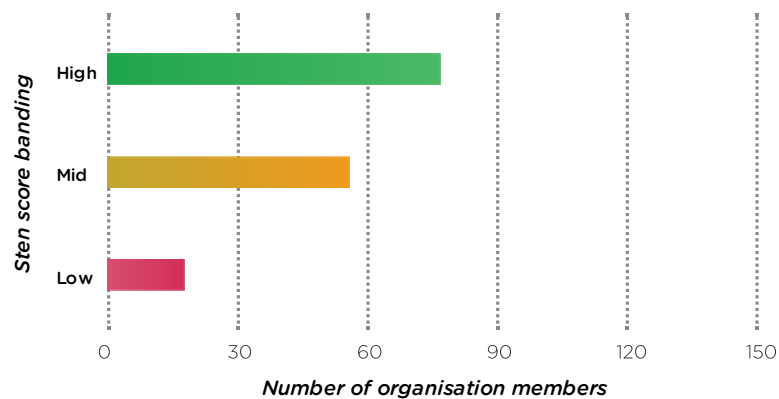
## Energy subscales

To shed light on the different aspects that contribute to energy, we have broken it down into 4 subscales, which are summative scores, and identified the number of organisation respondents who are high, medium or low on each. There are also strategies outlined for improving each energy subscale area.



## PHYSICAL ACTIVITY

The extent to which you sustain physical exercise and movement.



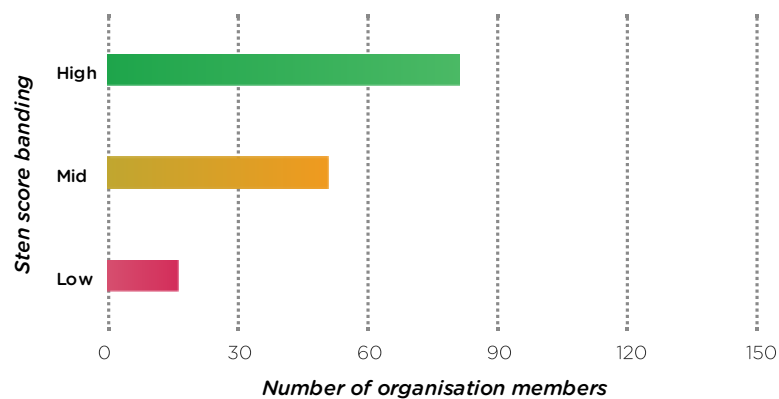
### Strategies to enhance

- Taking regular exercise to enhance overall health can help increase resilience during times of pressure and challenge.
- Encourage organisation-wide activities such as walking or running groups, yoga sessions or team sports to increase physical exercise.



## SLEEP

How much you preserve your sleep and ensure you maintain good sleep patterns.



### Strategies to enhance

- Raise awareness of the importance of gaining good quality sleep, ideally 7-9 hours a night.
- Encourage the practise of mindfulness techniques to help calm the mind. Avoiding the use of phones and tablets before bed can help with winding down.



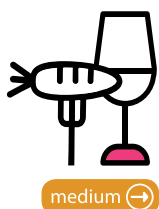
## BOUNDARIES

How much you sustain physical energy by taking breaks and maintaining boundaries (not allowing work to take over).



### Strategies to enhance

- Encourage your people to renew their energy by taking regular periods of relaxation to 'rest and digest'.
- One or more people at senior level in the organisation might set the pace and discuss/model healthy boundaries, such as taking regular breaks.
- Help people to maintain boundaries and disconnect by minimising emails and calls outside of regular working hours, perhaps setting some protocols in these areas.



## HEALTHY CONSUMPTION

The degree to which, despite pressures, you eat and drink healthily without relying on substances to calm or stimulate.



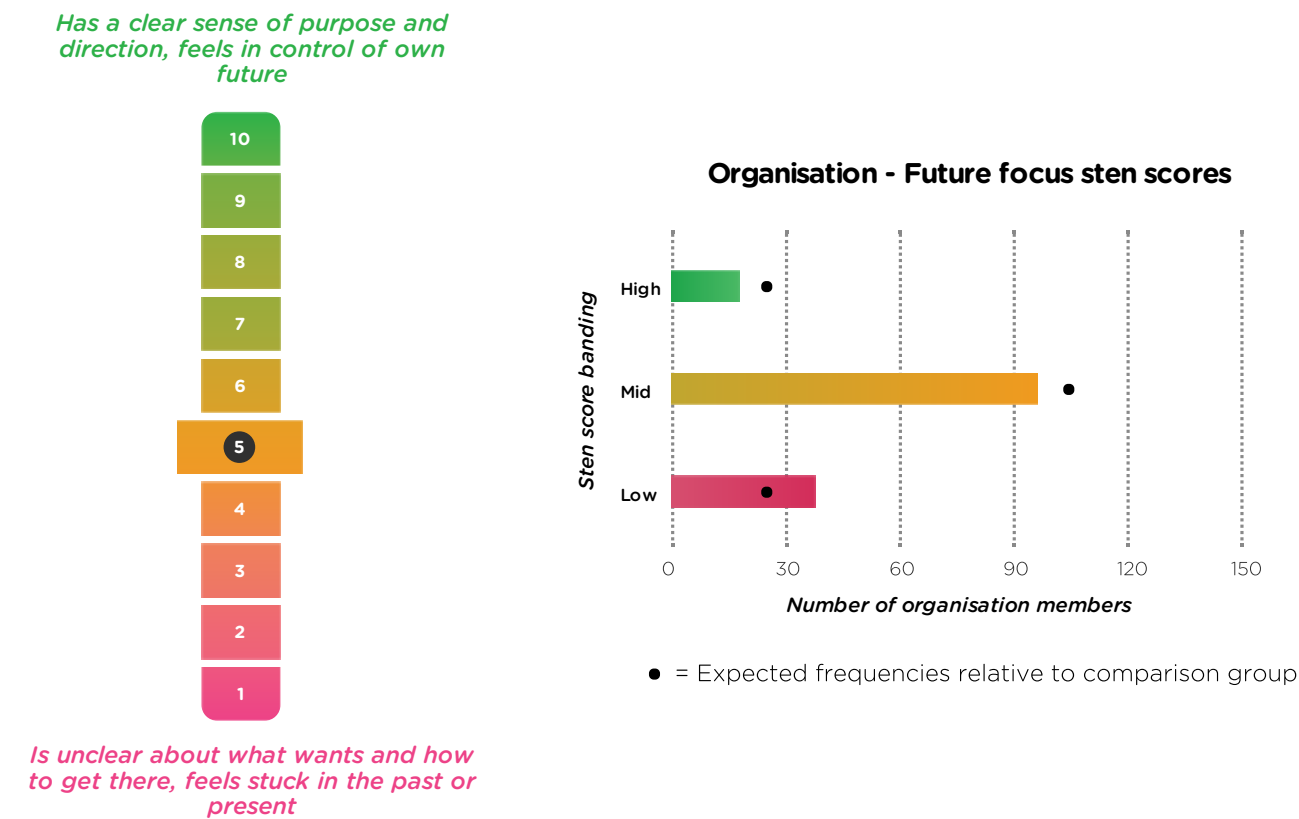
### Strategies to enhance

- Encourage employees to support each other in developing healthy behaviours such as moderating/reducing their caffeine, alcohol or cigarette intake, where applicable.
- Consider alternatives to social events that involve alcohol, such as sports and physical activities.
- Provide options such as herbal teas in addition to tea and coffee.

# Organisation results – The pillars in depth

## Future Focus

This is about having a sense of purpose and direction. It makes it much easier to feel resilient when we know where we want to go and have ideas of how we’re going to get there. Having a clear future focus helps us move forward whether in a work or home environment.



## Strategies to enhance future focus

If this is a pillar the organisation would like to enhance, consider the following strategies:

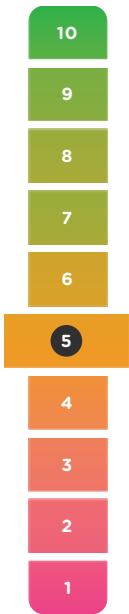
- Ensure people understand the organisation’s core values and vision for the future. Demonstrate how it is living these values through its policies and practices and how it plans to achieve its long-term objectives.
- Make time to discuss how the values and vision relate to individuals’ values and goals. Aligning these, where possible, is likely to increase their sense of purpose and direction.
- Help people to set their goals using the SMART technique to ensure goals are Specific, Measurable, Achievable, Relevant and Time-bound.
- Consider up skilling managers and leaders to engage in regular coaching conversations with their team members. This will help them to support their people in achieving their goals and managing any setbacks.
- Encourage individuals to motivate and support each other and celebrate successes.

# Organisation results – The pillars in depth

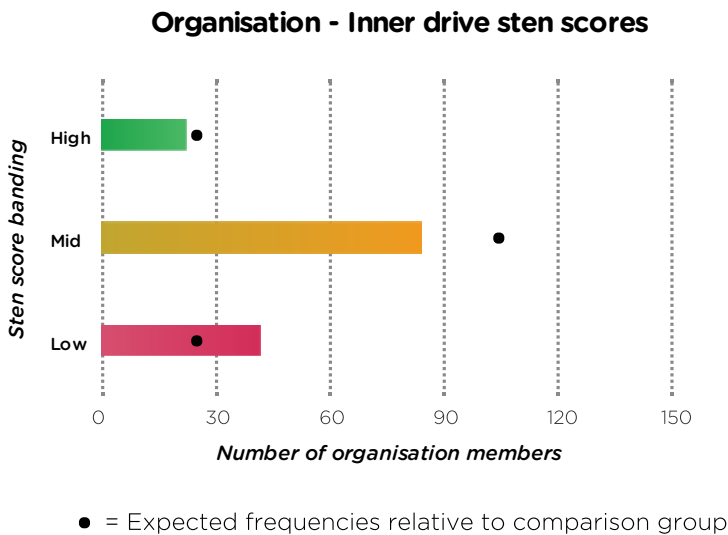
## Inner Drive

Inner drive is about sustaining motivation and self-belief despite what may be going on. Those with inner drive navigate through and around challenges with confidence. They show self-compassion in thinking about their own approaches.

*Maintains self-belief, motivation and perseverance*



*Finds it hard to sustain motivation and self-belief when times get tough*



## Strategies to enhance inner drive

If this is a pillar the organisation would like to enhance, consider the following strategies:

- Empower your people by giving them more say in how they perform their job. Ask for their input on how their skills can be used most effectively and provide as much autonomy as possible.
- Share examples of leaders and other individuals in the organisation who have faced setbacks in the workplace, what they learnt and how the experience has had a positive impact on their performance.
- Remember to celebrate team and individual successes to help sustain motivation. Explore how people would like achievement to be recognised.
- To maintain inner drive, it is important to encourage individuals to feel confident about regularly stepping back and recalibrating. Having the opportunity to do this also brings the benefit of being able to recharge (also see Boundaries under the Energy pillar).



# Organisation results – The pillars in depth

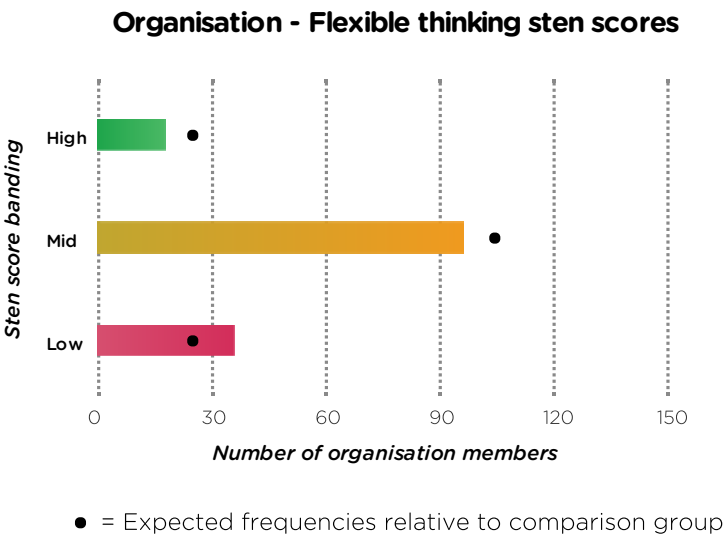
## Flexible Thinking

Flexible thinking is the ability to see things from different perspectives and find alternatives and options to the challenges and changes we face. Having a flexible and open mindset helps to prevent us making snap judgements and assumptions about people and situations.

*Has an open and optimistic mindset, responds well to change*



*In challenging times, struggles to see positive options or other views*



## Strategies to enhance flexible thinking

If this is a pillar the organisation would like to enhance, consider the following strategies:

- Foster a culture that encourages individuals to experiment and be creative rather than always following tried-and-tested approaches to work. Flexing people’s creativity is likely to help them find alternative options when facing setbacks.
- Promote a ‘growth mindset’ culture within the organisation, where individuals are encouraged to challenge themselves and see setbacks as opportunities to learn and develop.
- Ask individuals to support one another by sharing ideas on how to tackle problems, challenging each other to see issues from different angles. Encourage people to actively seek out different perspectives.
- Demonstrate how the organisation adapts to changing circumstances using creative approaches to overcome setbacks (whilst maintaining focus on its longer-term vision).
- Modify aspects of how things are done in the organisation or in teams to ring the changes and practise creativity!

# Organisation results – The pillars in depth

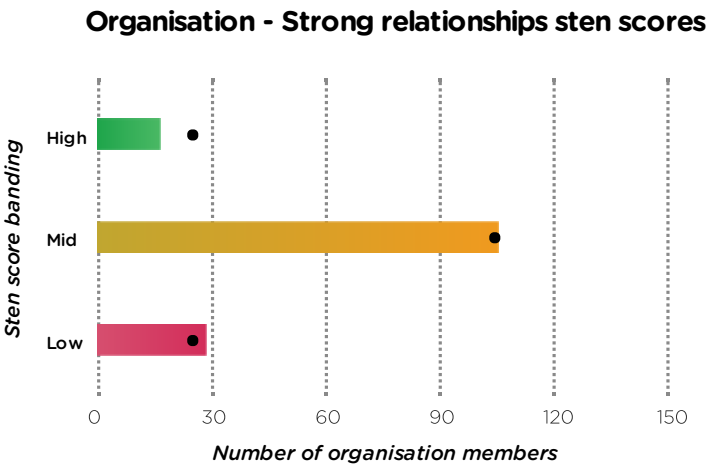
## Strong Relationships

Strong relationships are a key enabler in achieving resilience. People who build open, honest and trustworthy relationships with others, and are able to share their challenges and ask for help, have a strong network and support system that enables them to be highly resilient and achieve their goals.

*Builds relationships and a strong support network*



*Is cautious about building relationships, reluctant to accept or access help*



● = Expected frequencies relative to comparison group

## Strategies to enhance strong relationships

If this is a pillar the organisation would like to enhance, consider the following strategies:

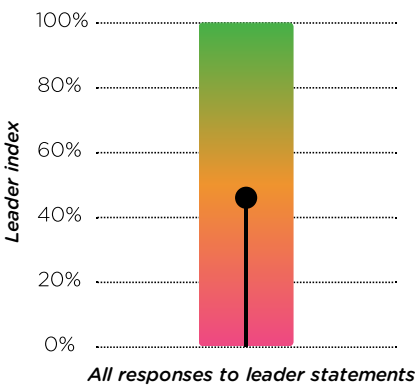
- Facilitate regular lunches and fun social opportunities to help people get to know each other more on a personal basis.
- Organise team development days, ideally away from the office, with activities that build trust and communication between members.
- Set up a mentoring programme where individuals meet on a one-to-one basis with more experienced colleagues to gain from their knowledge and insights. Also consider reverse mentoring where experienced individuals with deep technical expertise can learn from colleagues with knowledge in areas such as technology and social media.
- Encourage open and honest communication in the organisation, with regular praise for successes and constructive feedback on opportunities for development.
- Raise awareness of how moods can be contagious and impact on other team members, both positively and negatively.

# Organisation results - Leader index

The Leader index indicates the extent to which individuals feel their resilience and wellbeing are actively supported by their line manager, including through modelling good practice. It is an overall measure of how favourably, on average, all contributors responded to the leader index statements. A lower percentage indicates that on average respondents feel line managers could do more to support their resilience and wellbeing. A higher percentage indicates that on average respondents feel line managers adopt and model behaviour that supports their resilience and wellbeing.

The chart below shows the extent to which leaders in the organisation who were included are seen to adopt and model behaviour that supports others' resilience and wellbeing. The Leader index is based on 6 leaders.

## Leader index average for organisation - 46%



Please see the breakdown overleaf showing how your people responded to the Leader index statements. The 5-point agreement scale used in the Wraw questionnaire has been converted into how favourable the response was. For example, where respondents 'strongly agreed' with a statement, it is shown as 'strongly favourable', apart from where a statement is negatively phrased (denoted by \*). Here the 'strongly favourable' end of the scale represents those who 'strongly disagreed' with a statement.

## Breakdown of responses to Leader index statements

% of respondents					
Statement	Strongly Favourable	Favourable	Neutral	Unfavourable	Strongly Unfavourable
<i>Most favourably rated</i>					
My line manager doesn't invest enough time in getting to know me*	29	23	17	15	16
It is clear to me that my line manager cares about my wellbeing	23	24	15	18	20
My line manager is approachable if I want to talk about issues that affect my wellbeing	29	15	20	17	20
I've noticed that my line manager models a healthy work-life balance	21	23	20	19	18
My line manager gives me constructive feedback on the work I do	22	19	22	16	21
My line manager is aware of the pressure I'm under and seeks to keep this in check	17	19	27	16	21
My line manager lacks good coping strategies to deal with pressure*	9	16	26	27	22
<i>Least favourably rated</i>					

## Strategies to enhance Leader index

If there are areas in the Leader index statements that you would like to enhance, consider the following strategies:

### Leaders role modelling healthy approaches

- Whilst leaders frequently face significant pressure, it is important they nurture their own wellbeing to sustain themselves and support their teams more effectively. Leaders have an opportunity to positively influence behaviour by role modelling healthy approaches to resilience and wellbeing (The Wraw Individual report includes strategies to enhance each Pillar).
- Encourage leaders to ask for feedback from their team and be open to the feedback they receive. Resilient leaders have a firm desire to continuously improve their skills and develop their capabilities.
- As technology enables us to be constantly connected and organisations increasingly work on a global basis, it is tempting - and sometimes necessary - to contact people outside of core working hours. However, this makes it harder to maintain boundaries and enable your people to disconnect. As an organisation, it is important to show you are mindful of the potential impact of out-of-hours contact, agree any principles for this where it is essential, but try to minimise as much as possible.

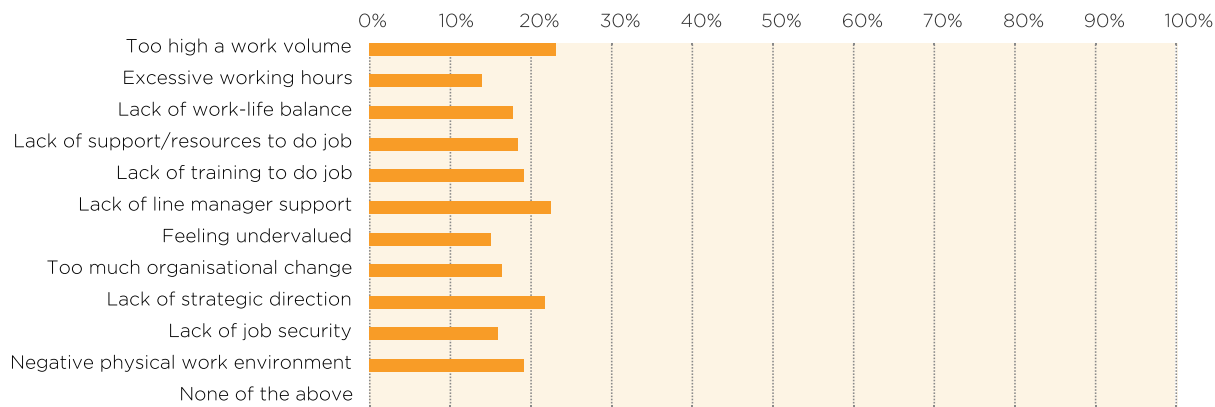
### Supporting employee resilience and wellbeing

- Encourage leaders to build positive relationships based on trust. Where possible, it is important to support leaders in getting to know their team on a personal basis; gaining insights into their likes and dislikes and what drives them is important. This might be through running events or initiatives that encourage the sharing of individual experiences and personality to build trust.
- Foster regular communication within teams. Effective communication helps others to understand expectations, changes and new directions. Having this knowledge will help employees to feel more in control and, in turn, support their resilience.
- Reinforce a culture of regular feedback, calling out successes and providing constructive and timely comments on opportunities for development.
- Ensure people processes encourage leaders to check in with team members to understand how they are feeling and what pressures they are under. Preventing issues and concerns from spiralling is more effective than trying to cure them once they've taken hold.

# Organisation results - Pressure points

Understanding pressure points that are impacting negatively on resilience and wellbeing within your organisation is critical to being able to intervene and do things differently. Individuals were asked to identify up to 3 pressure points in the workplace that they felt were impacting most negatively on resilience and wellbeing. Respondents also had the option to say that none of the list applied.

## Pressure points - frequency of mention



## Strategies to address pressure points

If there are areas above that you would like to enhance, consider the following strategies:

### Work demands

Addressing too high a work volume, excessive working hours, lack of work-life balance.

- Think about how work is designed. Are roles set up in the most efficient way, with appropriate processes in place and avoiding duplication, or can changes be made to save time? Ask your people about the ideal set up and what would make a difference for them.
- Are particular teams completing work that should sit elsewhere in the organisation?
- Consider whether the organisation expects people to be present/available for more hours than is strictly necessary.
- Encourage a culture where unnecessary meetings are avoided, as these can waste valuable work hours. Keep meetings focused and to time.
- Ensure that good delegation and coaching are high on the agenda for leaders, as these are essential to teams making good use of the time available.

## Support available

Addressing lack of support/resources to do job, lack of training to do job, lack of line manager support, feeling undervalued.

- A lack of resources can create frustration, low morale and poor productivity, all of which can negatively impact wellbeing. Identify where there are insufficient resources for people to do their job and assess the impact it's having.
- Consider what alternatives are available and whether a business case needs to be made to increase investment in resources or to upskill people through training.
- Encourage a culture where there are frequent opportunities for leaders to talk to their people and discuss any challenges they are facing.
- Set expectations to support practices in areas such as code of conduct, embedding healthy working practices and ensuring existing wellbeing resources are signposted and easily accessible.

## Organisational context

Addressing too much organisational change, lack of strategic direction, lack of job security, negative physical work environment.

- Ensure there is a clear vision of where the organisation is heading to help gain buy-in and increase motivation to work towards common goals. Encourage leaders to be involved in creating and sharing this.
- Be prepared to be decisive when choices need to be made to help the organisation move forwards with a clear sense of direction.
- Working in a clean, attractive environment can have a significant impact on wellbeing. Make the working space as comfortable and motivating as possible, ideally with natural light. Where possible, allow people to choose where to work to customise their work space.
- Many people find change unsettling, which can impact their resilience and wellbeing. Support your people by communicating when and why change has occurred. Where possible, ask for their input.
- Consider where flexible working might be revitalising for people in terms of work environment or might relieve travel time.
- If people are feeling uncertain about job security, listen to their concerns and provide what assurances you can, whilst not being unrealistic.

## Organisation results - Open-ended responses

### What (if anything) could your organisation do to better support your resilience and wellbeing?

*Responses appear as they were entered into the questionnaire:*

- People are worried about their jobs in my area, which is where the anxiety and lack of resilience comes from. You need to provide assurances...
- We work for too many hours with too little recognition.
- Nothing - it's working fine for me.
- The organisational strategy needs to be clearer to underpin us working as one organisation. There seem to be different priorities in different places - although you might expect this to some extent, there needs to be a clearer thread running through what we are seeking to achieve as a whole.



# Heat map - Biographical (shows stens relative to the comparison group)

		Wraw index	Impact index	Energy	Future focus	Inner drive	Flexible thinking	Strong Relationships
Whole organisation		5	5	5	5	5	5	5
Age	16-25	5	5	5	5	5	5	5
	26-35	5	5	5	5	4	5	5
	36-45	6	5	6	6	6	5	6
	46-55	5	4	6	5	5	4	5
	Over 55	6	6	6	6	6	5	6
	Prefer not to say	5	5	5	5	5	5	5
Gender	Male	5	5	5	5	5	5	5
	Female	5	5	5	5	5	5	5
	Non-binary/gender fluid	5	5	5	5	5	5	6
	Prefer not to say	5	5	6	5	5	5	5
Work sector	Private sector	5	5	5	5	5	5	5
	Public sector	5	5	5	5	5	5	5
	Third sector/not for profit	5	5	6	5	5	5	6
Work pattern	Full time (non-shift work)	5	5	5	5	5	5	5
	Full time (shift work)	5	5	5	5	6	5	5
	Part time (non-shift work)	5	5	5	5	5	5	6
	Part time (shift work)	5	5	6	5	4	4	5
Work environment	Office based	5	5	5	5	5	5	5
	Home based	5	5	6	5	5	5	5
	Mobile or field-based	6	6	6	6	6	6	6
	Mixed office and home-based	5	5	5	5	5	5	5

Heat map - Comparing areas (shows stens relative to the comparison group)

		Wraw index	Impact index	Energy	Future focus	Inner drive	Flexible thinking	Strong Relationships
Whole organisation		5	5	5	5	5	5	5
Leader	Leader Name 1	5	5	6	5	6	5	5
	Leader Name 2	5	5	5	5	5	5	5
	Leader Name 3	5	6	6	5	5	5	5
	Leader Name 4	6	5	6	6	5	5	6
	Leader Name 5	4	4	5	4	4	4	5
	Leader Name 6	5	5	5	5	5	5	6
Location	Location Name 1	5	5	6	5	5	5	5
	Location Name 2	5	5	5	5	5	5	5
	Location Name 3	5	5	5	5	5	5	5
Team name	Team Name 1	5	5	5	5	5	5	5
	Team Name 2	6	5	6	5	6	5	5
	Team Name 3	5	5	5	5	5	5	5
Departmental function	Marketing & sales	5	6	5	5	6	5	6
	Finance	4	4	4	5	5	4	5
	Purchasing	5	4	5	5	5	4	5
	Legal	5	5	6	5	5	5	5
	IT	5	4	5	5	5	5	4
	Operations	6	5	6	5	6	5	6
	Facilities	6	6	6	6	5	5	6
	Distribution	7	6	6	7	6	6	7
	Human resources	5	5	6	5	5	5	5
	Strategy	5	5	5	5	5	5	5
	Production	5	5	5	5	5	5	6
	Research & Development	6	6	7	6	6	6	6
	Customer service	5	5	5	4	4	4	5
	Other	5	5	5	5	4	4	6
Country	Andorra	6	5	6	5	6	5	5
	Austria	5	5	5	5	5	4	5
	Antigua and Barbuda	5	5	5	5	5	5	6
	Argentina	5	5	6	6	5	5	6
	Armenia	5	4	5	5	4	5	5
	Albania	5	5	6	5	5	5	5
	Afghanistan	5	5	6	5	5	5	6
	Australia	5	5	5	6	5	6	6
	Azerbaijan	6	5	6	5	6	5	6
	Algeria	4	5	4	5	5	5	5
	Angola	5	5	5	5	6	5	5

# Resources



## General Resources

Please visit [www.wrawindex.com](http://www.wrawindex.com) for further information about the Wraw tool, learn more about its development and the team of experts who have been involved in the design and build.

The Wraw tool is powered by The Wellbeing Project, [www.thewellbeingproject.co.uk](http://www.thewellbeingproject.co.uk), a global wellbeing consultancy supporting public, private and charity organisations using an engaging selection of resources and support.

You may also find the following public resources helpful to build and maintain your resilience and wellbeing.

**NHS Live Well** - information on healthy living, including a library of apps to help manage your health [www.nhs.uk/livewell/Pages/Livewellhub.aspx](http://www.nhs.uk/livewell/Pages/Livewellhub.aspx)

**British Nutrition Foundation** - provides impartial advice on food and nutrition [www.nutrition.org.uk](http://www.nutrition.org.uk), call 020 7557 7930

**Your local GP** - access to healthcare, services, therapy, medication

**Mind** - advice and support for anyone experiencing a mental health problem. [www.mind.org.uk](http://www.mind.org.uk), call 0300 123 3393 or text 86463

**Samaritans** - a round the clock service that offers a safe place to talk and provides emotional support, [www.samaritans.org](http://www.samaritans.org), call 116 123

Notes

The Wellbeing Project (Europe) Limited  
Registered Company No. 06052302  
E: [info@thewellbeingproject.co.uk](mailto:info@thewellbeingproject.co.uk) W: [www.thewellbeingproject.co.uk](http://www.thewellbeingproject.co.uk) T: 0800 0856899

The use of Wraw is restricted to individuals authorised by The Wellbeing Project, its subsidiaries and its agents. This report has been computer generated and The Wellbeing Project and its agents do not guarantee that it has not been modified. The Wellbeing Project, its subsidiaries and its agents accept no liability for the consequences of the use of this report, howsoever arising.