Manager Support: Employees rate their relationships with direct supervisors as more important to job satisfaction than benefits.

- Talk with employees about well-being and how to overcome hurdles.
- Be a role model for well-being improvement by taking daily stress breaks and setting personal goals.
- Send frequent messages of support and encouragement (like thank-you cards or recognition during team meetings).

Team/Peers: An employee’s teammates are valuable resources for support.

- Encourage employees to connect socially, recognize achievements and cheer each other on.
- Spark friendly competition and build community through team-based challenges.
- Share supportive comments and success stories across the organization.

Social Networks: Formal and informal social networks can provide great support for well-being improvement

- Create well-being champion support networks (Wellness Ambassador Program).
- Find ways to connect employees across business groups and locations.
- Ask employees to schedule “micro-motion breaks,” motivating everyone to get up and move for one to two minutes every hour.

Physical Work Environment: Small enhancements to a workspace can make a big difference in supporting employees.

- Post motivational reminders in the kitchen and common areas to encourage healthy activities.
- Assess the level of focused work people can do in their work areas — is it too loud? Is there too much foot traffic?
- Provide on-site resources for well-being improvement (things like natural light, healthy snack options and common rooms).
**Strategic Alignment:** Organizations that show a direct connection between their business strategy, people strategy and well-being initiatives will be the most likely to succeed on all fronts.

- Give an explicit reason for why well-being improvement matters to the organization.
- Align wellness program design and incentives to specific business strategies.
- Share data across groups focused on culture, HR, employee engagement, learning and development, volunteering, marketing and leadership.

**Leadership Support:** Leaders highlight and define the value of well-being with their personal examples and reinforcement.

- Share communications discussing UC’s commitment to employee well-being.
- Model positive behavior through everyday actions — like taking lunch breaks and vacations, scheduling walking meetings and setting tech boundaries.
- Reinforce the importance of well-being in all written and verbal communications.

**Tools and Programs:** The activities, tools, campaigns, platforms and programs that an organization invests in send a message about how the organization supports well-being improvement.

- Create a positive program that people love and want to use.
- Build a well-being experience that easily integrates with all HR initiatives.
- Hold leaders and managers accountable for participating in well-being programs.

**Culture Support:** Culture tells employees what’s acceptable—so it needs to visibly and authentically demonstrate support for well-being improvement through policies and programs.

- Conduct an audit to understand how ready your unit is to support well-being.
- Create tangible processes and materials that incorporate your company mission and values
- Build well-being measures into team meetings.