



The Wraw[®] Resilience Report 2021

An annual report from Wraw[®] Index into workplace resilience and wellbeing, including exclusive research into the effects of the Covid-19 pandemic





Introducing the Wraw® Resilience Report 2021

The Wraw® Resilience Report uses data collected from almost 9,500 working individuals globally. The findings, from July 2018 to January 2021, provide unique insights into the levels of resilience and wellbeing experienced before and during the Covid-19 pandemic, that can help employers develop deeper understanding of the importance of resilience within the workforce.

This awareness can help inform new strategies to support employees to rebound from setbacks, cope better with challenging situations, and recover more quickly, thus promoting a healthier, happier and more productive workforce.



17.9 million
working days
were lost in the
UK, 2019/20,
for work-related
stress, depression
or anxiety.

(HSE, 2020)

Founder's introduction

2020 was a year like no other. When Covid-19 emerged as a global pandemic and nations went into lockdown, none of us knew how long restrictions would go on for, or how profoundly they would affect every aspect of our lives. Personal resilience and wellbeing have come under unprecedented pressure, creating physical, psychological and emotional turmoil that has affected individuals in myriad ways.

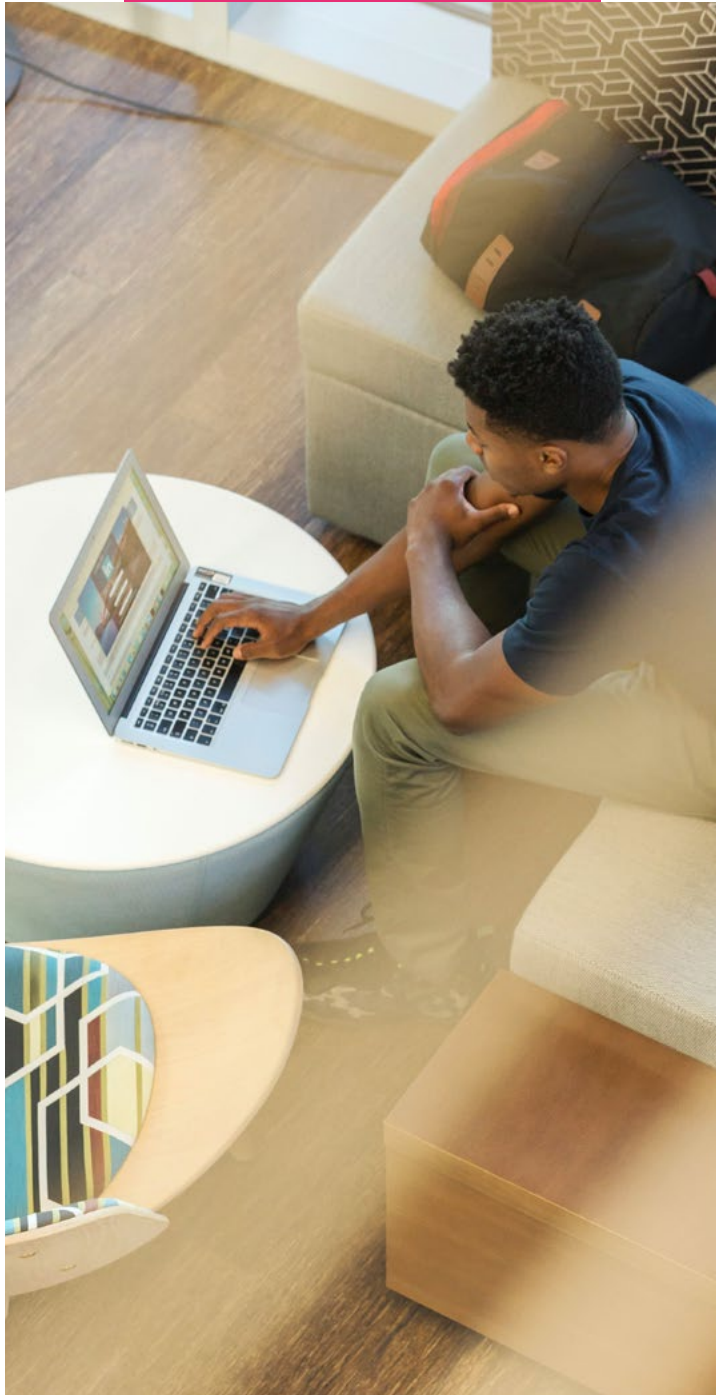
Working from home has shifted workplace dynamics and created both risks and opportunities to our mental and physical wellbeing. Many employees were left feeling cut adrift and isolated, juggling other demands also exacerbated by the pandemic, including home schooling children, caring for elderly dependents, their own experiences suffering illness and, for some, bereavement. Although a more flexible approach provided many people with better work/life balance and a sense of empowerment, others suffered from trying to work professionally within limited personal space, diminishing motivation, and loneliness.

The Wraw® Index was conceived by The Wellbeing Project, a leading global consultancy that provides expert services to organisations by looking at employee health and wellbeing in a holistic way. We recognise that businesses thrive when their people are healthy and happy. Resilience – the ability to bounce back after adversity – is a key element within wellbeing. Stress, depression and anxiety are significant factors in employee absence and, as well as the personal cost to individuals, place a considerable burden on businesses to provide sick pay and resources for alternate cover.

Foremost among the practical tools and engaging methods that help clients build resilience at every level of their organisation, we developed a new psychometric tool – Wraw® – to measure resilience in the workplace. It uses a validated and evidence-based model and helps employees understand their own capacity to recover after set-backs, while providing employers with rich data to help them support their workforce more effectively.

**51% of all
work-related
ill-health, and
43% of all
working days
lost due to
ill-health, are
attributed
to stress,
depression
or anxiety.**

(HSE, 2020)



We began collecting data for this report in July 2018, long before any of us had heard of Covid-19, and we have captured almost 9,500 working individuals globally, making it one of the largest datasets of its kind. With almost half of the data collected pre-pandemic, and the rest between March 2020 and January 2021, nearly a year after the virus was identified in the UK, it provides unparalleled insight into the impact Covid-19 has had on employee resilience and wellbeing levels. Our findings comprise of workplace trends, including differences in resilience and wellbeing scores across levels of seniority, age, gender, sector and pattern of work. Crucially, it also illuminates the impact of the pandemic. As organisations endeavour to get back on track in 2021, it seems more important to us that now, more than ever, they are equipped with a resilient, agile, healthy and positive-thinking workforce to help them achieve this.

The report offers insights into the factors that might be driving these results based on our experience of 15 years in consulting, coaching and training clients in workplace resilience and wellbeing. It is also our hope that this report poses important questions for discussion to advance our collective understanding of this critical area and helps organisations to start shaping and developing their own wellbeing strategies to ensure their employees are as happy and healthy, both physically and mentally, as they can be.

Sam Fuller,
CEO and Founder of
The Wraw® Index & The Wellbeing Project



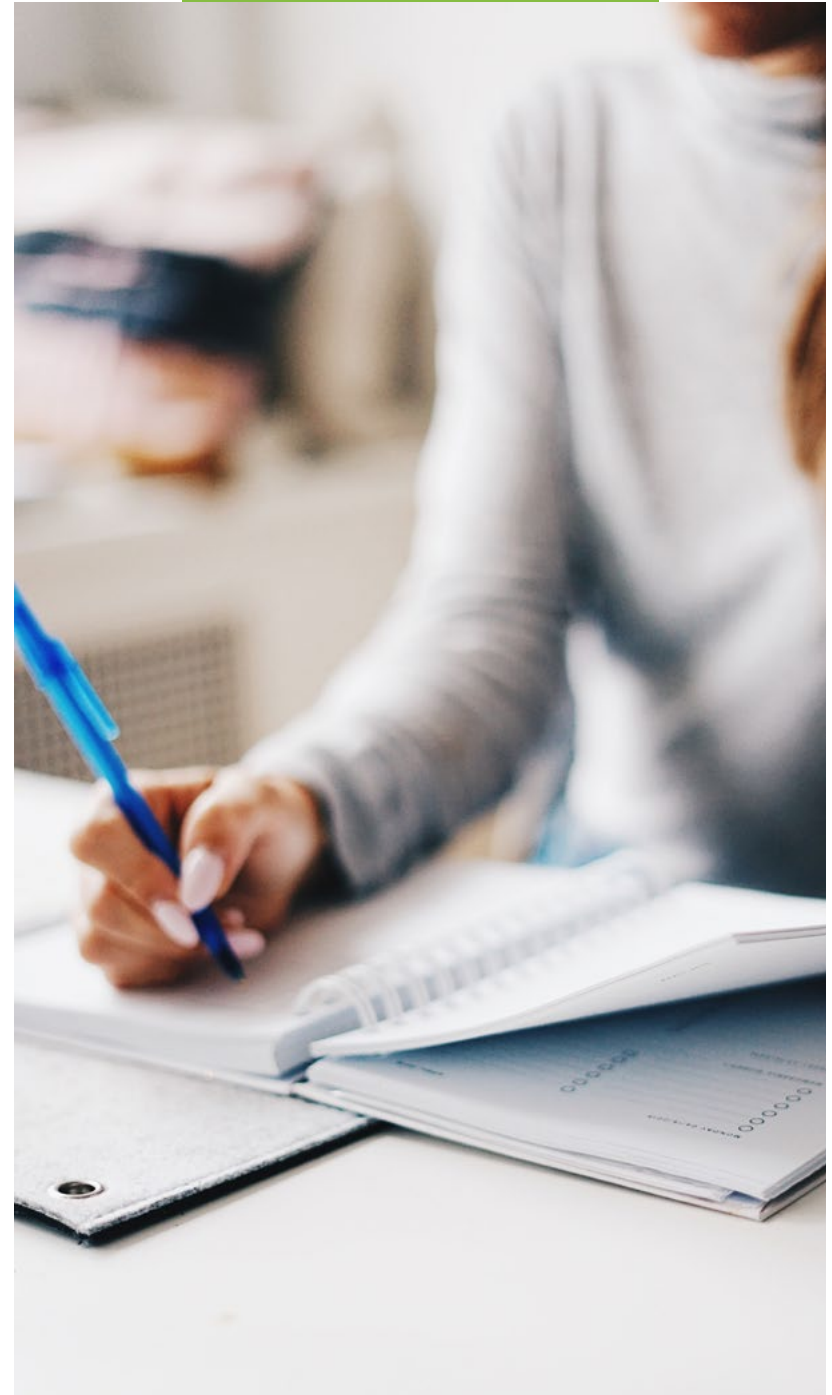
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Understanding Wraw®

The Workplace Resilience and Wellbeing (Wraw®) psychometric tool, developed and conceived by The Wellbeing Project draws on a validated and evidence-based model, called 'The 5 Pillars of Resilience'. These pillars are Energy, Future Focus, Inner Drive, Flexible Thinking, and Strong Relationships. It provides a holistic view of an individual, covering their thinking style and the mental, emotional and physical elements that impact wellbeing.

The Wraw® Index is the overall measure of the 5 Pillars of Resilience. It is considered in relation to the Impact Index, which is a measure of an individual's perception of their own wellbeing. The data collated also reflects specific behaviours and thinking styles, namely, Resilient Actions and Resilient Thoughts, through the answers given to certain questions.



Definitions used in this report:

The Wraw® Index is the **overall measure of resilience, based on the 5 Pillars of Resilience** (below).

- **ENERGY** - Sustaining and renewing physical and mental energy.
- **FUTURE FOCUS** - Having a sense of purpose, direction and control.
- **INNER DRIVE** - Sustaining motivation and self-belief, despite what may be going on.
- **FLEXIBLE THINKING** - The ability to see things from different perspectives and find alternatives and options to challenges and changes.
- **STRONG RELATIONSHIPS** - Building open, honest and trusting relationships, and being able to ask others for help.

The Impact Index is a measure of wellbeing, demonstrating the extent to which someone is feeling the effects of pressures, setbacks and adversities.

Resilient Actions – Acting in a way that supports and maintains resilience.

Resilient Thoughts – Thinking in a way that supports and maintains resilience.

“Wraw® offers a gold-standard framework to support an organisation’s wellbeing strategy and drive a culture of healthy high performance.”

Sam Fuller,
CEO and Founder, Wraw® Index

“Investing in health and wellbeing increases employee morale and engagement, creates a more inclusive culture and lowers sickness absence.”

(CIPD 2018)

Headline findings

- Resilience increases for individuals higher up the career ladder.
- Directors and executives score highest in every area except Energy, where non-managers score highest.
- Middle adulthood seems to be the most challenging for renewing and restoring Energy.
- Overall resilience increases with age, with over 55s scoring highest in all areas except for Flexible Thinking
- On average private sector employees have higher levels of resilience than those working in the public and third sectors.
- Full time, non-shift workers have the highest levels of resilience.
- On average part-time shift workers score the lowest across all categories.
- On average males score higher on resilience and wellbeing than females.
- Females score higher than males on Strong Relationships.
- Those identifying as non-binary and gender fluid were a very small sample group, but scored lowest across all categories, suggesting a need for more research and understanding.



Specific Covid-19 findings

- On average resilience and wellbeing scores have reduced by 4% since before the pandemic.
- Wraw® Index scores for females reduced by 4.7% while those for males dropped by 2.8%, which equates to females experiencing a decline that's 68% larger than males.
- The negative impact that Covid had on resilience and wellbeing didn't come through in the results until June 2020.

Seniority

Resilience increases the higher up the career ladder you climb

Directors and executives are significantly more resilient than employees in all other role levels, according to the analysis. Their overall ability to ride out pressure and bounce back from adversity is as much as 28% higher than that of students and 23% higher than non-managers on average.

Their Flexible Thinking scores are 41% higher than students and 35% higher than non-managers. This means directors and executives are typically more able to think flexibly, navigating their way around challenges and setbacks and keep situations in perspective rather than falling into mind traps that can hold them back.

Directors and executives have Inner Drive that's 41% higher than students and 35% higher than non-managers. Their Inner Drive also exceeds line managers by 22% and senior managers by 12% on average. These results suggest they have significantly more motivation to persevere through challenges and greater belief in their abilities and judgment than other employee groups.

Non-managers have the highest levels of energy - 10% higher than line managers. This suggests that they tend to refuel themselves more through exercise, sleep, nutrition and maintaining healthy boundaries.



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Expert comment

Many directors and executives will have received workplace training to boost their resilience skills and have learnt crucial strategies as they've worked their way up the career ladder. They may also have been exposed to positive role models and situations that they've been able to gain valuable life skills from.

People with higher resilience levels may also tend to put themselves forward, and be selected, for more senior positions due to their ability to steer through difficulties and bounce back from challenges and setbacks.

Interestingly, non-managers have the highest energy levels, which might be because they're more able to focus on their wellbeing compared to managers and directors who have a responsibility for their employees' workplace wellbeing and may, at times, deprioritise their own.

Jackie Barber,
Business Psychologist, The Wellbeing Project

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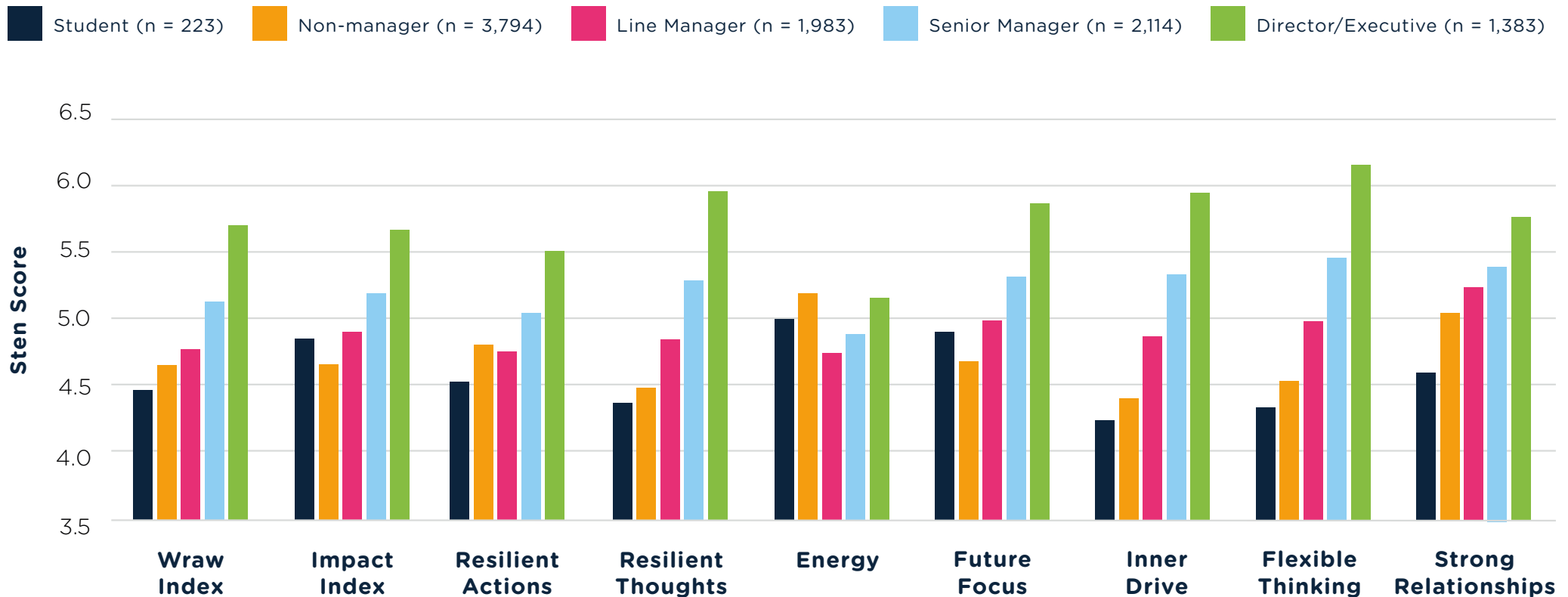
Directors/ Executives score

11% higher on Wraw® Index than
Senior Managers

20% higher on Wraw® Index than
Line Managers

23% higher on Wraw® Index than
Non-managers

28% higher on Wraw® Index than
Students



Age

Middle adulthood appears the most challenging for renewing and restoring energy

Workers aged between 36 and 45 have the lowest Energy scores of all the age groups included in the research.

Their scores are 12% lower than the over 55s and 8% lower than 16-25 year-olds, suggesting that this group have the most challenges to deal with. These may be outside of work, involving children and caring for elderly parents, or work-related as they have high expectations of themselves to be seen to be coping with pressures.

Overall resilience increases with age. The over 55s score 14% higher on the Wraw® Index than both the 16-25 and 26-35 year-old groups.

In particular, motivation and self-belief typically increase the older you get, with the over 55s scoring 22% higher on Inner Drive than 16-25 year-olds and 18% higher than 26-35 year-olds. These results are consistent with a meta-analysis that concluded that self-esteem increases with age up until the age of 60-70.

Workers aged 46-55 are more flexible in their thinking, by 18% more than 16-25 year olds and 14% more than 26-35 year olds.





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Expert comment

Renewing energy through regular exercise, good-quality sleep and a healthy diet provides crucial fuel for resilience. Taking regular breaks and switching off at the end of the work day are also vital for sustaining high performance.

Prioritising healthy habits can be challenging across all age groups, but middle adulthood is often particularly tricky for people who are chasing career goals, juggling responsibilities and/or caring for young children.

Sarah Thum-Bonanno,
Business Psychologist, The Wellbeing Project

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**Over 55s are higher
on Wraw® Index by...**

14%

than 16-25s

14%

than 26-35s

10%

than 36-45s

4%

than 46-55s

**Over 55s are higher
on Inner Drive by...**

22%

than 16-25s

18%

than 26-35s

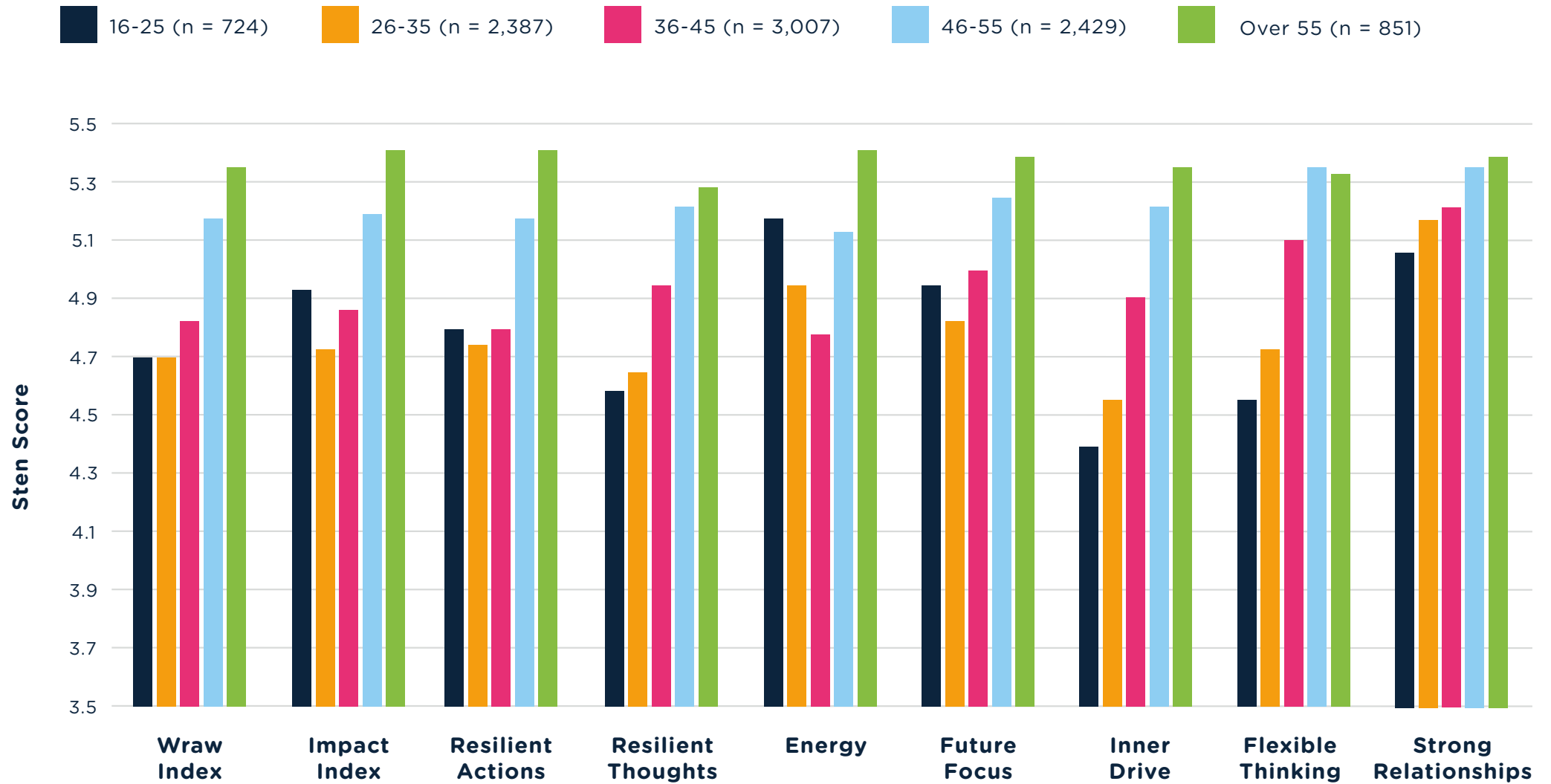
9%

than 36-45s

3%

than 46-55s

Age



Sector

On average private sector workers have higher levels of wellbeing than public and third sector/non-profit workers

Private sector workers score 11% higher on workplace wellbeing than those working in third sector/non-profit and 4% higher than those in the public sector. These scores, measured by the Impact Index, suggest that third sector/non-profit workers are more likely to be feeling the effects of challenges, setbacks and adversities than those in other sectors.

Private sector workers score highest in having a sense of direction, purpose and control in what they are doing, scoring 14% higher than third sector/non-profit workers and 4% higher than public sector workers on Future Focus.

Their Inner Drive is also higher on average - 16% than third sector/non-profit employees, and 9% higher on average than public sector workers.



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Expert comment

This data reflects the importance of recognising that there is no one-size-fits-all approach to wellbeing. Different sectors face different challenges that will impact their resilience, and therefore different strategies are needed.

Previous research has suggested for example that public sector workers in the UK feel less supported in their mental wellbeing compared to private sector workers. It also found that public sector workers were over a third more likely to say their mental health was poor than their peers in the private sector. This parallels subsequent **CIPD** findings. More focused wellbeing strategies can provide stronger support for those workers.

Alan Lyons,
Managing Partner, KinchLyons

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**Private sector
are higher
on Wraw®
Index by...**

6%
than Public sector

11%
than Third sector/
non-profit

**Private sector
are higher
on Impact
Index by...**

4%
than Public sector

11%
than Third sector/
non-profit

For a quick reminder on Definitions, please refer to [page 8](#).





**Private sector
are higher
on Resilient
Actions by...**

6%
than Public sector

8%
than Third sector/
non-profit

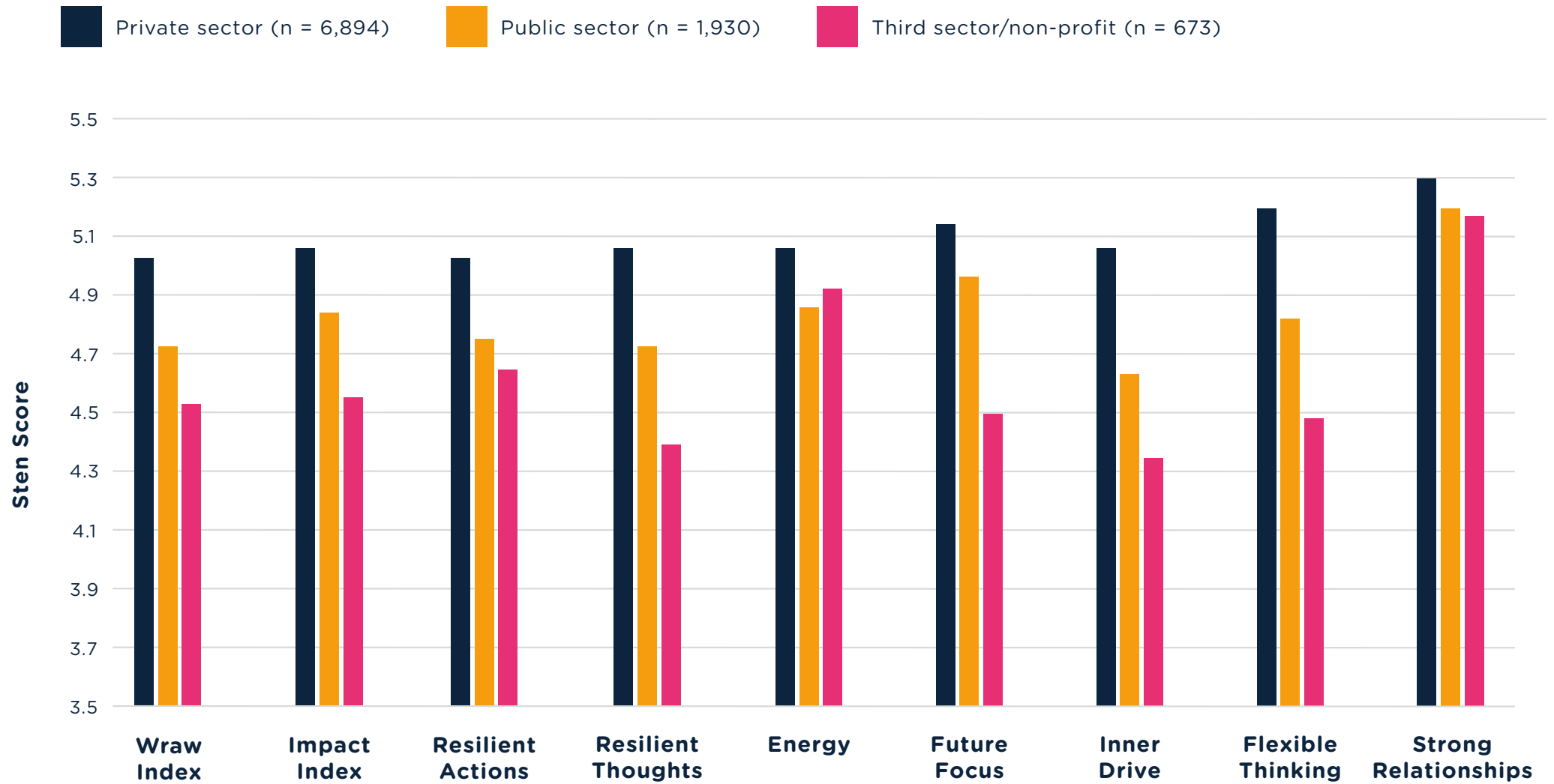
**Private sector
are higher
on Resilient
Thoughts by...**

7%
than Public sector

15%
than Third sector/
non-profit

For a quick reminder on Definitions, please refer to [page 8](#).

Sector



Work Pattern

Full-time (non-shift) workers have the highest levels of resilience

Full-time non-shift workers are the most resilient overall, with scores that are as much as 23% higher than part-time shift workers.

Those in part-time shift roles have the lowest scores on average across all categories.

Full-time non-shift workers score 36% higher for Inner Drive than part-time shift workers, suggesting that they typically feel more able to remain motivated and confident in their abilities.

Full-time non-shift workers have more resilient thoughts than part-time non-shift workers, scoring 12% higher on this measure.

Part-time non-shift workers score 10% higher on Energy than those in part-time shift roles.





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Expert comment

Shift work appears to be the work pattern that fosters the lowest levels of resilience, even part-time shift workers show lower levels of Energy than part-time non-shift workers. The findings suggest that those who work shifts may find it harder to schedule proper rest and relaxation to help them reset. For this reason, it is all the more important that these employees are supported to build a deeper understanding of how to take charge of their own resilience and wellbeing.

Niamh Gaffney,
Executive Coach and Facilitator, KinchLyons

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**Full time
(non-shift work) is
higher on Wraw®
Index by...**

7%

**than Full time
(shift work)**

7%

**than Part time
(non-shift work)**

23%

**than Part time
(shift work)**

**Full time
(non-shift work) is
higher on Resilient
Actions by...**

6%

**than Full time
(shift work)**

4%

**than Part time
(non-shift work)**

20%

**than Part time
(shift work)**

**Full time
(non-shift work) is
higher on Resilient
Thoughts by...**

6%

**than Full time
(shift work)**

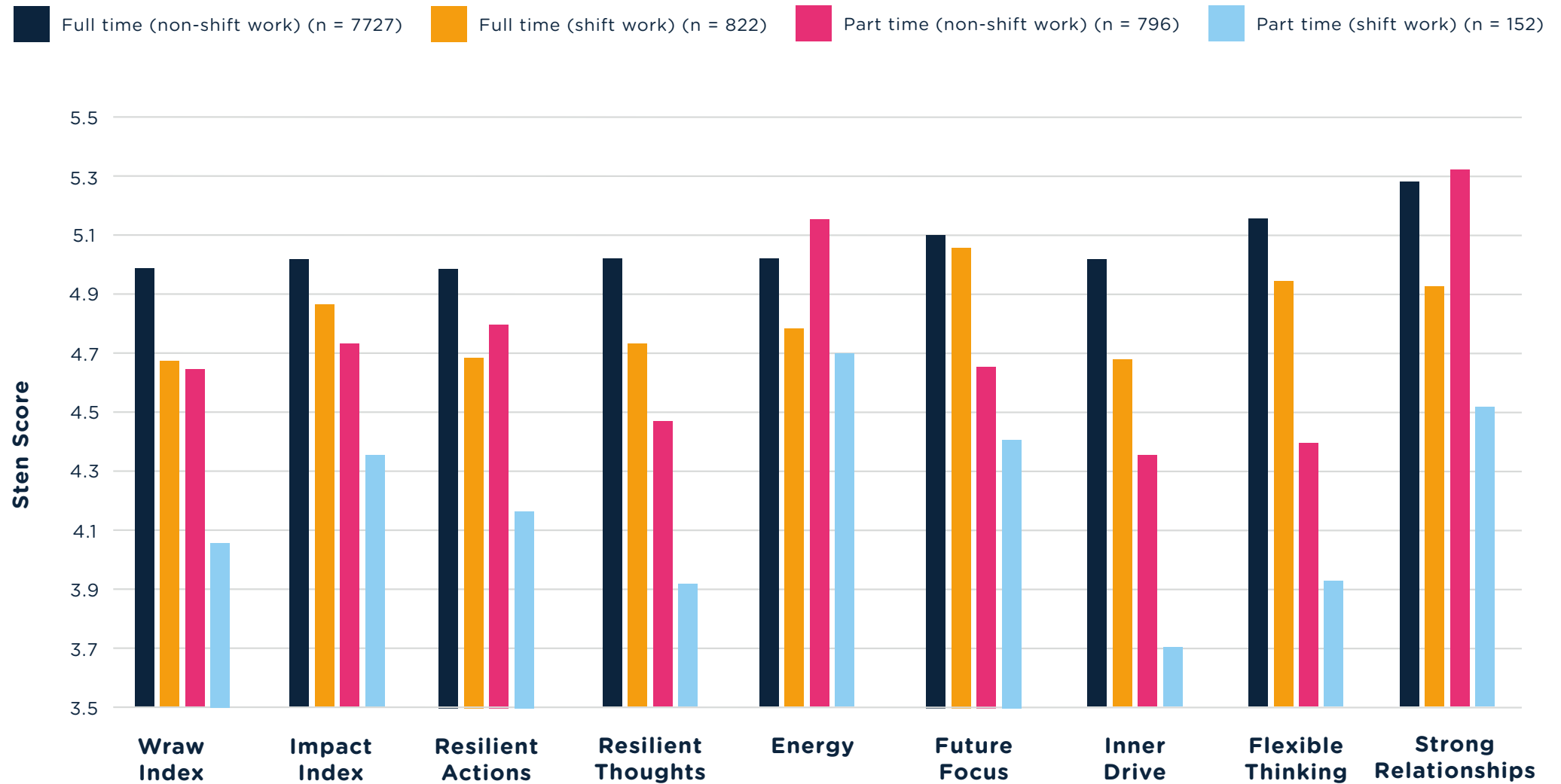
12%

**than Part time
(non-shift work)**

28%

**than Part time
(shift work)**

Work Pattern



Gender

On average, males score higher on resilience and wellbeing than females

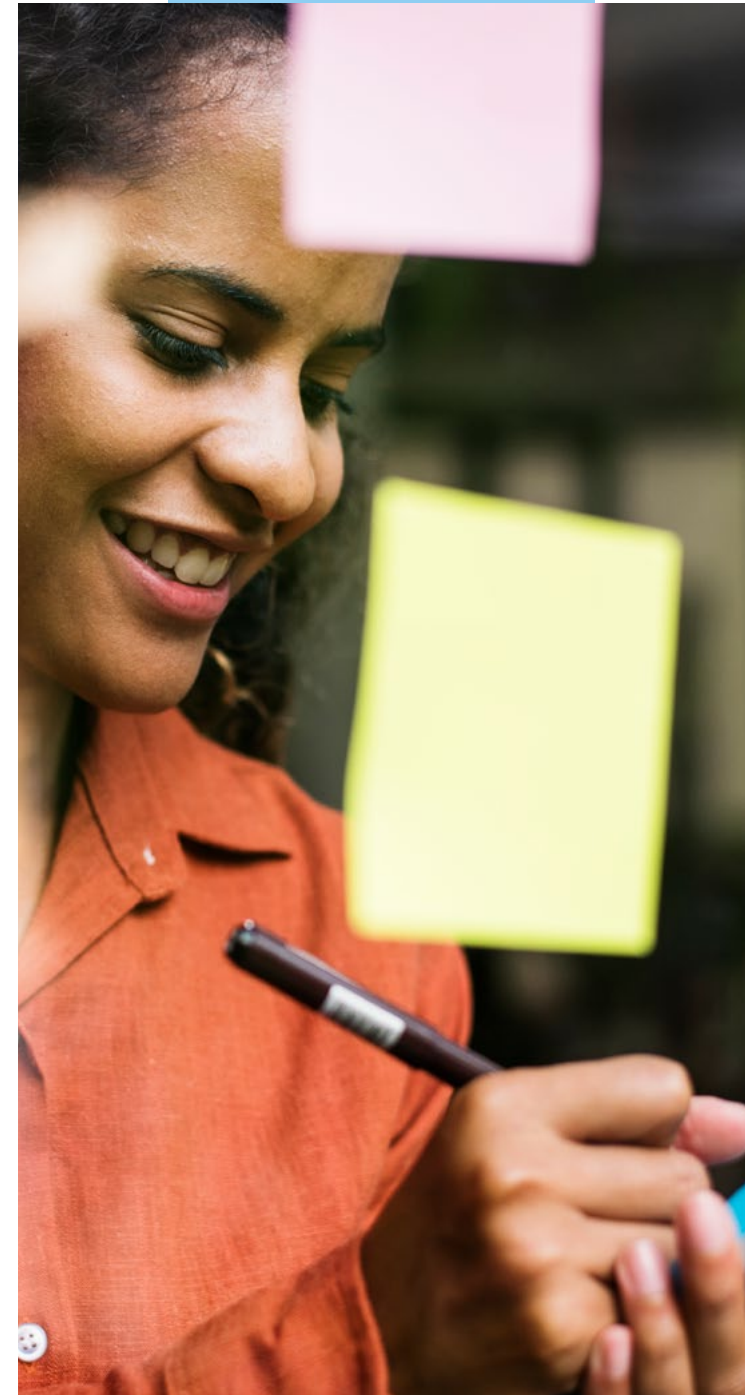
Overall resilience scores for males are just 7% higher than for females, while wellbeing scores are 6% higher, according to the analysis.

Females score 5% higher on average for Strong Relationships than males, suggesting that they are more likely to draw on their social network to support their resilience. This involves building relationships that are based on trust and asking for support when needed.

Males are more likely to sustain motivation and self-belief in the face of setbacks and challenges than females, scoring 11% higher for Inner Drive on average.

Females experienced a greater drop in Wraw® scores during Covid. From March 2020, Wraw® Index scores for females reduced by 4.7% while those for males dropped by 2.8%. This equates to females experiencing a decline that's 68% larger than males.

Those who identify as non-binary/gender fluid may have the lowest resilience scores. The sample size for this group is too small for drawing wider or generalised conclusions, however the available data shows that this group scored the lowest across all the categories.





Expert comment

Overall, males reported higher levels of resilience than women, except for the social aspect of resilience. This is a pattern commonly found in wellbeing research. When taking a deeper dive, however, the difference in wellbeing pre-pandemic and during the pandemic is particularly insightful: Whilst both males and females reported lower levels of wellbeing after March 2020 than before, this difference was 60% greater for females than males. This suggests that the challenge of Covid-19 impacted women's wellbeing more than men's. This could be explained by women having to manage more professional/ personal complexity than men during the pandemic, taking more responsibility for domestic tasks, caring for children and elderly relatives and home-schooling whilst also working from home. While the non-binary/gender fluid group in the survey was very small, the findings show that this group has the lowest levels of resilience. This indicates a need for more research to understand the additional pressures that these individuals may face in the workplace and their daily lives that impact on their resilience and wellbeing, so that appropriate support can be offered. Diversity and inclusion is a key consideration for HR professionals and gaining deeper and more meaningful insights into this group is crucial.

Nikhita Blackburn,
Business Psychologist, The Wellbeing Project



Males are...

7% Higher on Wraw®
Index than Females

6% Higher on Impact
Index than Females

5% Higher on Resilient
Actions than Females

9% Higher on Resilient
Thoughts than Females

8% Higher on Energy
than Females

9% Higher on Flexible
Thinking than Females

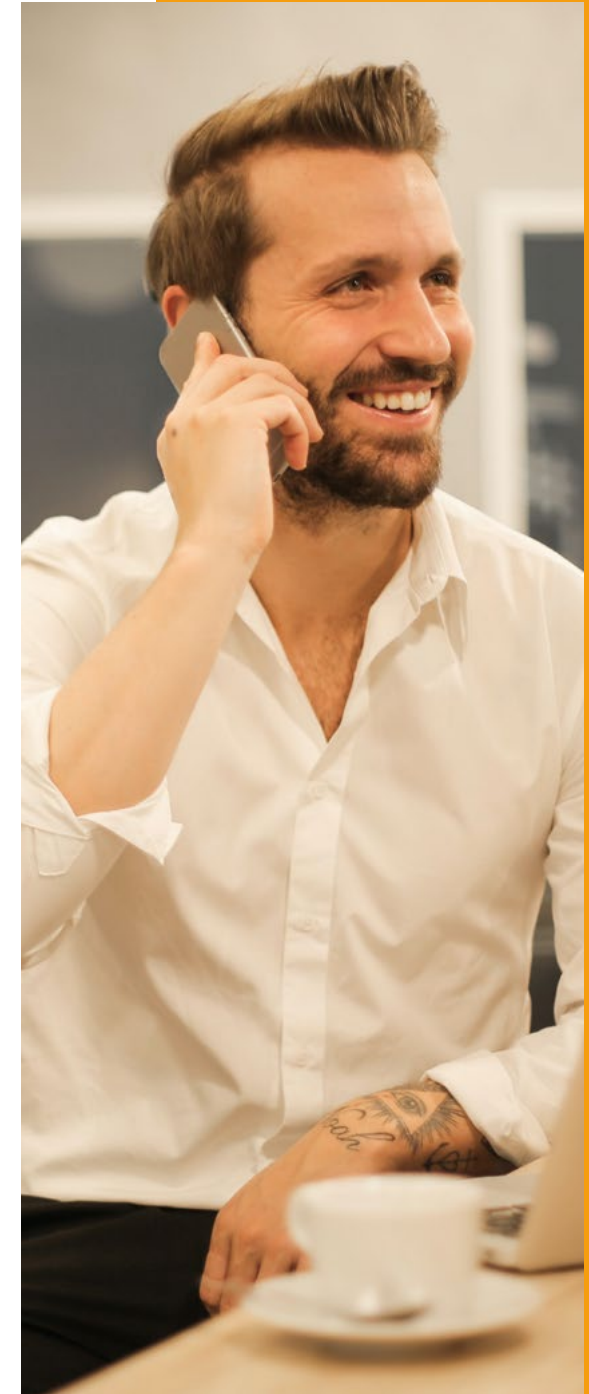
4% Higher on Future
Focus than Females

11% Higher on Inner Drive
than Females

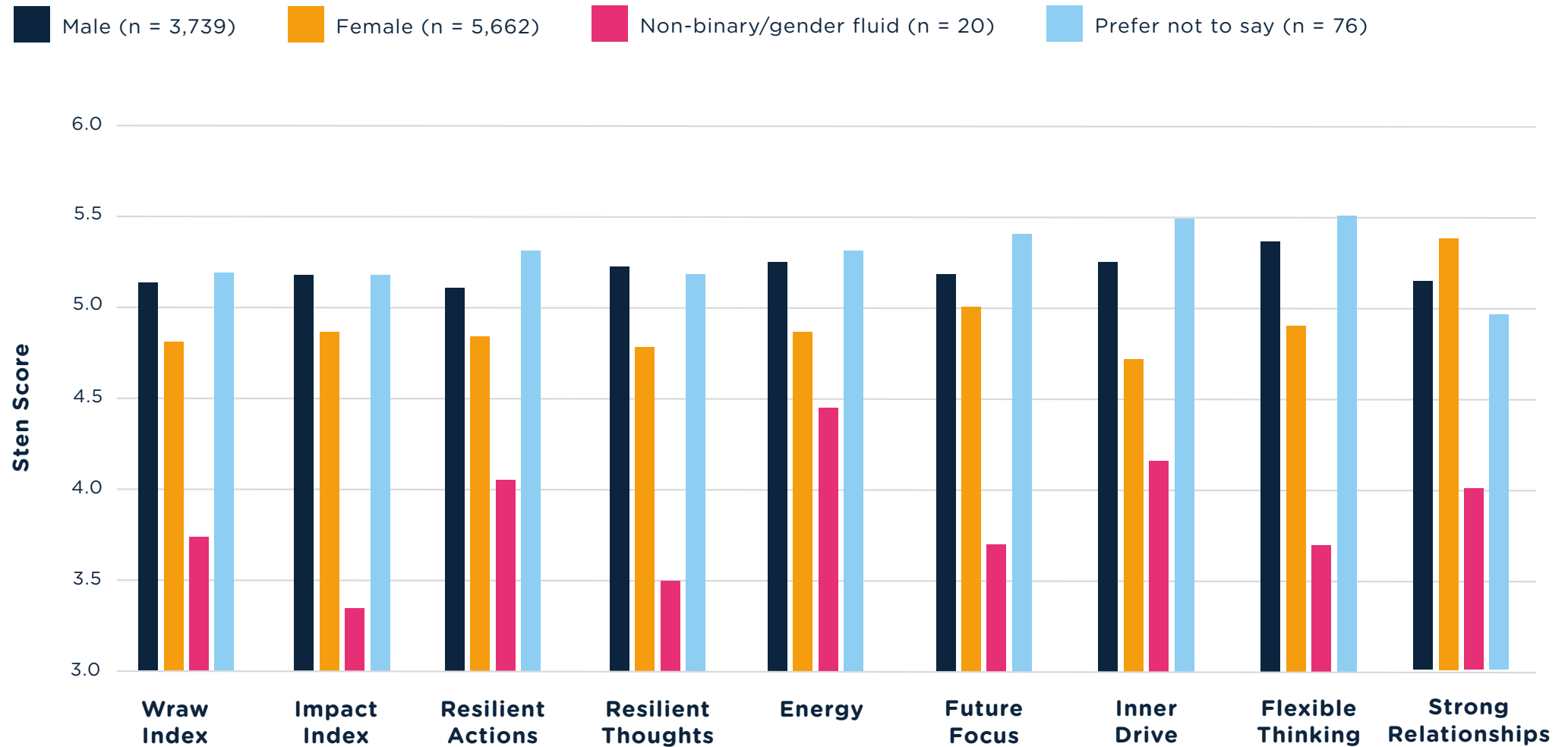
Females are...

5% Higher on Strong
Relationships than Males

For a quick reminder on Definitions, please refer to [page 8](#).



Gender



'Prefer not to say' is included as an optional response in Wraw® and is often chosen by respondents to increase anonymity. As a result, limited conclusions can be drawn from this group for research purposes.

Covid-19

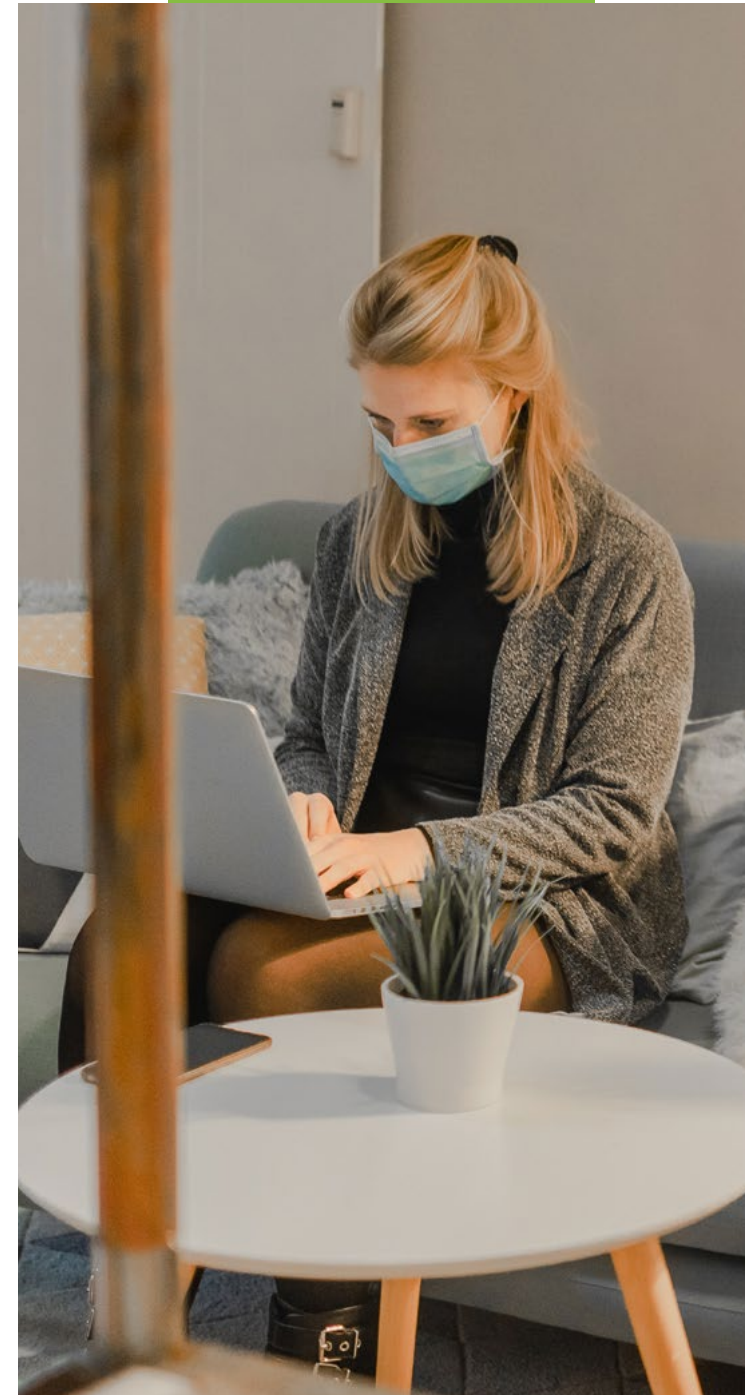
Resilience and wellbeing scores are only slightly lower than before the pandemic

Overall resilience and wellbeing are just 4% lower since Covid-19 struck compared to before, despite the unparalleled challenges to work and personal life created by the pandemic.

One of the biggest changes is that Flexible Thinking was 7% higher before Covid-19 took hold. On average, people had more positive beliefs about themselves and their situations before the pandemic – thinking in ways that support their resilience and wellbeing. There is less optimism since.

Employees' Energy levels barely changed, they were in fact 2% lower pre-Covid than during the pandemic. This suggests that the challenges and stresses of working during the pandemic may have been mitigated in other ways, such as not having to commute and enjoying more time at home.

Resilience levels dropped from June 2020 - the Wraw® Index dipped by 7.3% and the Impact Index by 7.6%, before becoming relatively stable. This could suggest that respondents were initially less concerned about what they thought would be short-lived and temporary.





Expert comment

Stress and pressure have undoubtedly sky-rocketed for many people. The pandemic has brought a perfect storm of concerns around health, security, finances, work and relationships, combined with ongoing uncertainty and social isolation.

Against this backdrop, it is perhaps surprising that overall resilience levels have not changed more during the pandemic. For those who have been fortunate to remain in employment, work may have provided an element of structure, offering a focus, purpose and way to stay connected.

Comparing data from March to May 2020 with June to August, we see a downward shift in resilience and wellbeing. This could indicate that people initially coped well with what they perceived to be a short-lived problem. However, as several months passed, the reality of the situation, and perhaps the effects of loneliness, isolation, working from home, furlough and threatened redundancies began to bite.

Desiree Ashton,
Wraw® Academy Lead, The Wellbeing Project



Wraw® Index
during-COVID is
4% lower
than pre-COVID

Impact Index
during-COVID is
4% lower
than pre-COVID

Resilient Actions
during-COVID is
2% lower
than pre-COVID

Resilient Thoughts
during-COVID is
6% lower
than pre-COVID

Energy
during-COVID is
2% higher
than pre-COVID

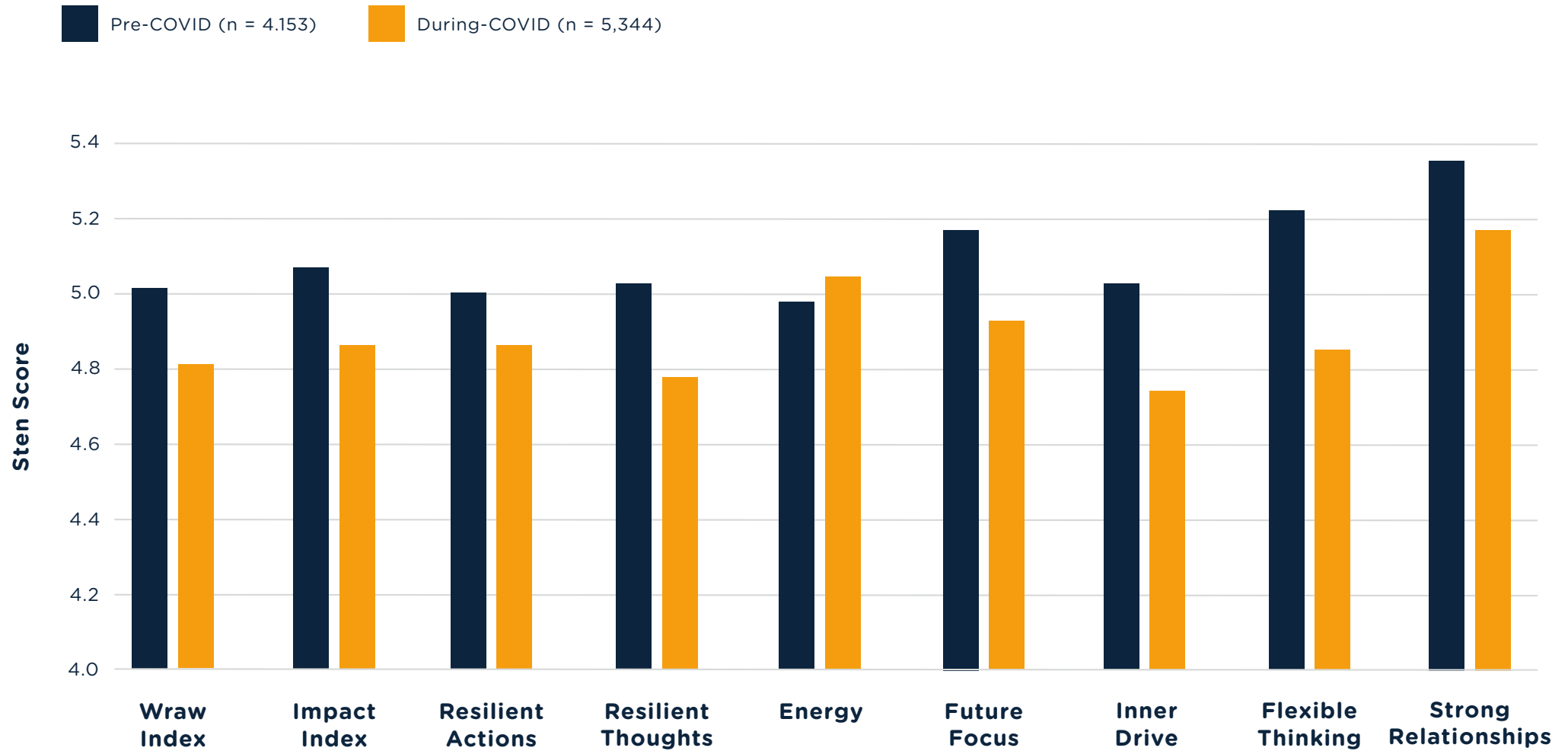
Future Focus
during-COVID is
5% lower
than pre-COVID

Inner Drive
during-COVID is
6% lower
than pre-COVID

Flexible Thinking
during-COVID is
7% lower
than pre-COVID

Strong Relationships
during-COVID is
3% lower
than pre-COVID

Covid-19



There were
an estimated
828,000 workers
affected by
work-related
stress, depression
or anxiety, a
trend that has
been increasing
over recent years.

(HSE, 2020)

Conclusion

The Wraw® Index Report 2021 is the first annual investigation by Wraw® Index into the state of resilience and wellbeing in the workforce and it couldn't have come at a more appropriate time. Begun before anyone had heard of Covid-19, and continued during the pandemic, the data we collected from almost 9,500 employees is now one of the largest of its kind and offers important insights into the effects of Covid on the working population.

Covid-19 has changed the way we work, probably permanently. Many employees want to continue with remote working in some form of hybrid model and businesses are responding with offers of far greater flexibility in terms of time and location. Office spaces are increasingly being reconfigured for a new future as places for collaboration instead of the usual 9 to 5 for all the team, five days a week. Connecting via cloud-based software and video conferencing tools seems likely to remain a standard part of working life for many.

The challenges of remote working, anxieties around sharing workspaces after so much time focused on social distancing and staying apart, alongside worries about holding onto jobs in these uncertain times look set to remain too. There isn't going to be an overnight 'fix' for the myriad impacts that the pandemic has had on the economy, business and on people's working and personal lives. Continuing to collate and explore data collected from working adults will be key to revealing insights that have powerful implications for our understanding of resilience and in developing methods and strategies to support employees.

This year's report will serve as a benchmark for future data. As we move out of the pandemic it will be interesting to see the impact it has had on the next generation of workers. These young people have experienced major disruption in their school and higher educational lives. It remains to be seen whether this generation has been negatively impacted by these unsettling experiences, or might some have grown in resilience and developed effective coping strategies because of the pressures they have been under? Resilience is learnable. We have to experience challenge and adversity in order to be able to respond with resilience, and it is by learning how to navigate through difficult times that a person develops healthy coping strategies.





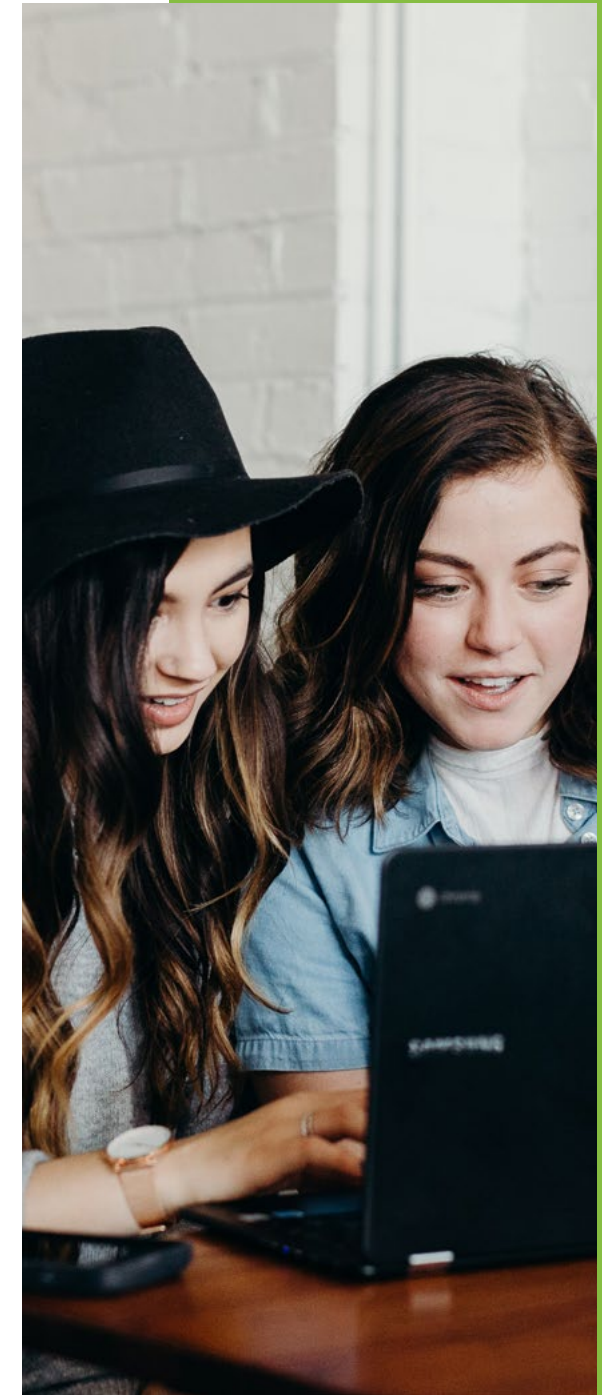
Diversity and inclusion are important factors that contribute to the wellbeing of employees and contribute to a more cohesive and productive workforce. We considered resilience in relation to gender and specifically individuals who identify as non-binary or gender fluid in this report. The sample size was small, partly because many of those who took part in the survey chose 'not to say' when asked about gender. The requirement for privacy does not in itself indicate gender identification one way or another. It is not perhaps surprising, however, to see that the group who self-identified in this way showed lower levels of resilience. Many non-binary and gender-fluid individuals have faced significant challenges, internally, inter-personally, and in the workplace and many will continue to do so. Future studies are needed in order to understand the nuanced need and concerns for people in this group and to develop ways to support increased levels of resilience in the workplace.

The modern 'gig' economy has created a large number of part-time and temporary workers who do not have the same level of employee protections and benefits as full-time staff. We can see from our comparisons between full-time non-shift workers and part-time shift workers, how the latter group has lower levels of resilience. This may well be because they lack the autonomy and sense of control over their work (and the way it impacts on their lives) than the former group, and also because there is less support in the workplace for them. As the 'gig' economy expands, more people will experience the insecurity of casual employment, feeling less empowered and more disposable. We may well see the same problems felt by shift-workers, with reduced resilience and wellbeing and the associated negative issues for employers.

Maintaining a happy, healthy workforce that can cope with unexpected challenges and bounce back after adversity makes good business sense. Under continual stress, without support, people become less productive. They may be irritable and communicate poorly with colleagues and customers. Their judgement and decision-making can be compromised. Mistakes happen and less work gets done. Accident rates may go up. Sickness absence rates tend to increase when employees begin to feel the effects of work-based stress, feeling overwhelmed and unable to cope. This has a significant impact on employer resources, requiring the use of agency or temporary staff who are not fully trained and immersed in company culture. It can also mean shifting responsibilities onto colleagues who themselves may be feeling overworked and burned out, exacerbating the problem for the business and for the individuals concerned.

Employee welfare goes beyond issues of productivity and profit. Ultimately employers have a responsibility – one that the vast majority take very seriously, to safeguard their workers' health both mentally and physically. A company culture that has employee wellbeing at its heart is a better place to work. It helps businesses attract and retain high quality talent and it makes the workplace a happier and more attractive place to be.

If businesses are to fully recover from the impact of Covid, they will need every available asset to be working together effectively for organisational success. Making sure that employees can function and flourish intellectually, physically, socially and emotionally is probably the single one thing that can help achieve this.





Methodology

The data used in this report was established using a self-reporting online questionnaire with 112 questions. Results are provided using a 1-10 scoring scale, known as a sten score (standard ten score). This means that an individual's score is considered in relation to the comparison group (in this case, Global Workers).

The data in this analysis drew on over 9000 submissions from over 70 countries worldwide, with 60% of respondents in the UK, 21% in North America and the remaining 19% from other countries.



Age	N	%
16-25	724	8%
26-35	2387	25%
36-45	3007	32%
46-55	2429	26%
Over 55	851	9%
Prefer not to say	99	1%
Grand Total	9497	100%

Gender	N	%
Female	5662	60%
Male	3739	39%
Non-binary/gender fluid	20	0.2%
Prefer not to say	76	0.8%
Grand Total	9497	100%

Role Level	N	%
Director/Executive	1383	15%
Senior Manager	2114	22%
Line Manager	1983	21%
Non-manager	3794	40%
Student	223	2%
Grand Total	9497	100%

Work Pattern	N	%
Full time (non-shift work)	7727	81%
Full time (shift work)	822	9%
Part time (non-shift work)	796	8%
Part time (shift work)	152	2%
Grand Total	9497	100%

Work Sector	N	%
Private sector	6894	73%
Public sector	1930	20%
Third sector/not for profit	673	7%
Grand Total	9497	100%



The Wraw® Resilience Report 2021 - Contributor Profiles

Sam Fuller
CEO and Founder, Wraw® Index

Founded in 2018 by established industry experts at The Wellbeing Project, Wraw® Index provides a comprehensive framework for workplace resilience and wellbeing. At its core is the Wraw® psychometric tool and survey that measures and tracks resilience at every level of an organisation. With reports for individuals, teams, leaders and the whole organisation, the Wraw® psychometric provides the information you need to tailor interventions for maximum ROI. Wraw® is supported by a comprehensive suite of resilience solutions: Mastering Resilience masterclasses, and the Wraw® app (launching end of 2021).

Delivered by a network of distributors, Wraw® Accreditation programmes train consultants and in-house teams to deliver Wraw® wellbeing and resilience solutions. www.wrawindex.com



Desiree Ashton **Academy Lead, The Wellbeing Project** **(Wraw® Distributor)**

Founded in 2007, The Wellbeing Project is a global consultancy of highly skilled business psychologists and wellbeing specialists. In close collaboration with our clients, we deliver tailored solutions to fully integrate wellbeing and resilience into the way they do business. We combine the very best of both digital and traditional methodology, underpinned by the latest research from the fields of psychology, neuroscience, nutrition and sports science. With Wraw®, the world's first resilience psychometric, we provide robust measurement and live tracking of wellbeing at every level of an organisation, supporting a data-driven approach to developing and sustaining a culture of healthy high performance.

As a Wraw® Accreditation provider, we train independent consultants and in-house teams to deliver wellbeing and resilience solutions with Wraw®. www.thewellbeingproject.co.uk



Alan Lyons Managing Partner, Kinch Lyons (Wraw® Distributor)



KinchLyons is an international firm of Business Psychologists specialising in developing human capital; the ultimate competitive advantage. As chartered business psychologists, we offer excellent certifications and unrivalled support post-accreditation. We provide experienced and engaging trainers and we take great pride in partnering with you and helping you remain confident and creative as you use your talent assessment and development tools. All our team are qualified coaches, with international experience and expertise in leadership and executive coaching across a wide range of roles and industries. Positive Psychology, the scientific study of the strengths that enable individuals to thrive, is at the heart of our approach as we strive to help our clients reach their full potential. With KinchLyons, Psychology means Business.

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Jackie Barber Business Psychologist

Jackie is a Business Psychologist and Executive Coach specialising in leadership assessment and development. She is a qualified trainer of the British Psychological Society Occupational Test User Qualifications, as well as the EQ-i2.0 emotional intelligence tools and Hogan psychometric assessments.

Jackie was part of the team that developed Wraw®, and she has seen first-hand the value that the tool can deliver to individuals, teams, leaders and organisations. Passionate about psychological wellbeing, she has delivered coaching and evidence-based training to employees of all levels.

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