

Workplace Wellbeing:

A Business Imperative

Tackling low productivity
and high turnover with
wellbeing strategies for the
modern workforce



Introduction

In the past five years, we've seen a seismic shift in the UK regarding not only how we think of wellbeing, but also how we address and cater to it in the workplace.

The pandemic forced many of us to reconsider working patterns and how our lives were organised and centred around work and commuting. For many of us, this was leaving very little time for anything else. In a relatively short period, working from home became the new normal in many industries rather than a 'nice to have.' While working five days a week in an office was considered 'the norm', we're now seeing businesses criticised for looking to reintroduce that in the present day, which truly emphasises the scale of change workplaces have had to contend with in a small amount of time.

But with change often comes uncertainty. While some would argue that hybrid working and greater freedom around working hours would lead to a happier and more productive workforce, others share fears that this could lead to increased feelings of isolation among employees. The wellbeing of frontline workers who are unable to work remotely has also come into sharper focus as high levels of burnout and stress are being reported by these employees, who traditionally receive weaker wellbeing offerings compared to their desk-based counterparts.

These challenges, coupled with the rapidly changing needs of employees as we continue to face a heightened cost of living and geopolitical uncertainty, has forced businesses to reconsider the way they view and manage wellbeing within their workforces.

To help us better understand our 'new normal', Reward Gateway | Edenred has surveyed 4,000 employees and 500 HR managers in the UK to shine a light on employee wellbeing. Through our findings, we will examine the factors contributing to this evolution in workplace wellbeing and share insights into what it means for both HR and the wider organisation today and moving forwards.

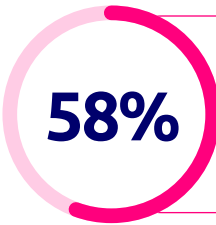
This report will explore the following:

- Why UK employees are prioritising their wellbeing more than before in light of the challenges they're facing inside and outside of work
- The growing need for a holistic approach to workplace wellbeing and how a comprehensive employee value proposition (EVP) can effectively underpin your strategy
- The significant effect of wellbeing on productivity, retention and overall business performance, as well as the impact of successfully, or unsuccessfully, supporting your people
- Strategies to identify the state of wellbeing within your workforce and the solutions and initiatives that can unlock a more supportive workplace
- Actionable steps to communicate, promote and drive participation in your wellbeing programme

Let's get started

Key findings: Your one-page cheat sheet

Want some quick statistics on the state of employee wellbeing, retention and productivity in the UK? Here are a few of the key findings from our report:

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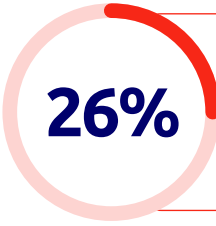
58%

of employees **prioritise their wellbeing more** now than they did six months ago with **44%** saying they prioritise their wellbeing more than they did pre-pandemic

A circular infographic with a blue border and a blue arc indicating 84% of the circle is filled with blue. The number 84% is written in bold dark blue text inside the circle.

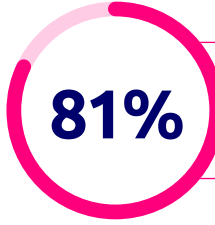
84%

of employees would consider **staying at a job longer** if they had more mental and physical wellbeing offerings

A circular infographic with an orange border and an orange arc indicating 26% of the circle is filled with orange. The number 26% is written in bold dark blue text inside the circle.

26%

of employees believe their **employer is responsible for their wellbeing**, the third highest after spouse or partner (41%) and healthcare provider or doctor (27%)

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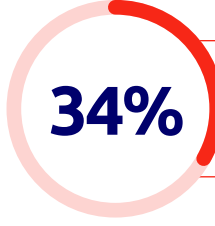
81%

say that **wellbeing impacts their productivity at work**, with **44%** saying it significantly impacts their productivity

A circular infographic with a blue border and a blue arc indicating 17% of the circle is filled with blue. The text 'Only 17%' is written in bold dark blue text inside the circle.

Only 17%

of employees said they **don't let work affect their wellbeing**, with **34%** stating that they worry business performance will affect their future at the company, and **25%** saying they feel under pressure if their company isn't doing well

A circular infographic with an orange border and an orange arc indicating 34% of the circle is filled with orange. The number 34% is written in bold dark blue text inside the circle.

34%

are **more loyal to their company when they feel supported**, with **33%** being more productive when they feel supported

A circular infographic with a pink border and a pink arc indicating 26% of the circle is filled with pink. The text 'Only 26%' is written in bold dark blue text inside the circle.

Only 26%

of employees **feel comfortable to talk about their mental health** at work

Chapter 1: Wellbeing is a higher priority for employees than ever before

It's clear that the pandemic acted as a catalyst for many of us to review our habits and think about our health more than we had done previously. As a result, this spurred more of us to not just consider and prioritise our wellbeing, but also to identify any steps we might take to make improvements. It's no surprise then that our research revealed 44% of UK employees prioritise their wellbeing more so than they did pre-pandemic, while under a quarter (23%) focus on it less, shining a light on the changing attitudes in the years since.

In the past 6 months



58%

of UK employees have prioritised their wellbeing **more**



7%

of UK employees have prioritised their wellbeing **less**

Since the pandemic



44%

of UK employees prioritise their wellbeing **more**



23%

of UK employees prioritise their wellbeing **less**

This is a change that has accelerated further in the past 6 months, during which nearly two thirds (58%) of employees have prioritised their wellbeing more so than before, compared to only 7% who have focused less on it.

There is also an evident split between generations, with younger employees much more likely to spend time and effort on improving their wellbeing in comparison to older generations. 67% of workers aged between 16 and 24 said they have put greater emphasis on their wellbeing in the past 6 months, which climbs to 68% for those aged 25-34. However, as we look further up the generations, this number begins to fall significantly. The number falls to 57% for those aged between 35 to 44, and 50% for those aged between 45 to 54. For workers aged 55 and over, only 40% are putting wellbeing higher on their agenda.

Age range	% who have prioritised wellbeing more in the last 6 months
 16-24	67%
 25-34	68%
 35-44	57%
 45-54	50%
 55 and over	40%

Another split to consider is that between male and female. In each age range, females have begun to prioritise their wellbeing less than their male counterparts.

This could be due to many factors, but it's important that those who aren't prioritising their wellbeing are not left behind and offered all the same benefits as those who consider it a huge part of their lives.

As Millennials and Generation Z now make up a significant percentage of today's workforce - approximately 62% sit within this demographic - it's therefore important that employers consider this group's evolving needs and address the greater emphasis they put on their wellbeing.

But at the same time, we must also make sure we don't leave other employees behind.

Ensuring that organisations adopt a wellbeing approach that suits the needs of everyone is crucial to maintaining a happy and high performing workforce.

In terms of how employees are taking steps to boost their wellbeing, there is a notable split between physical and mental priorities. 67% of employees are currently making more time for themselves, followed by 55% stating that they regularly exercise. Getting enough sleep (54%) and managing a healthy diet (46%) also rank high on the agenda for physical wellbeing. From a mental wellbeing perspective, 12% are now attending regular wellbeing sessions, and the same number are attending therapy sessions.

How are people prioritising wellbeing?



The shifting burden of wellbeing

Our research highlighted an interesting trend when it comes to who employees believe is responsible for their wellbeing, besides themselves. 41% of employees expressed the belief that their partner or spouse is responsible here, while we also saw 27% point to healthcare providers and doctors.

But crucially for HR, more than a quarter (26%) of employees believe their employer is responsible for their wellbeing. This highlights a clear and growing expectation for companies to play a proactive role in supporting their workforce. HR leaders themselves also share this sentiment, though they place greater emphasis on their partners and spouses. This underlines the importance for employers to pay greater attention to the wellbeing of their workforce and why data is vital to not just measure sentiment but also ensure their employees are happy and supported in the workplace.

Salary is no longer the be all and end all

As wellbeing takes greater precedence among the UK's workforce, it appears the era of salary being the undisputed king is coming to an end. Almost half (48%) of employees now state that nothing is more important than their work-life balance, surpassing the 45% who prioritise pay. This shift presents a challenge for employers who have historically relied on competitive salaries alone to attract and retain top talent.

48%

of employees now state that nothing is more important than their work-life balance, more than the **45%** who prioritise pay



Despite an emphasis on benefits in many compensation packages, there is a clear disconnect between access and use. While 42% of employees have access to healthcare benefits, only 29% actually make use of them. At the same time, there is a clear desire for these benefits, with 30% of employees whose employers do not offer healthcare benefits saying they would use them if they were available, while in contrast only 14% wouldn't.

It's important to remember, though, that benefits usage isn't everything. It's easy to get tied up in driving usage and trying to boost the number of employees making use of benefits, but in reality we should be considering the impact of usage. Employers who provide these precautionary benefits with lower usage but significant impact are essentially providing their people with a safety net. Continuing to provide these deeply meaningful benefits, despite lower usage, demonstrates a business that is heavily invested in its people - supporting a minority who need it most.

When it comes to weighing salary against benefits, the debate is split. Almost half of employees (49%) believe that salary is more important than any benefits. However, a significant 26% consider the number of benefits a priority. This highlights the complexity and challenges that businesses face when creating an EVP that resonates with all employees.

Chapter 2: Retention and talent attraction are now driven by wellbeing

As our employees focus more on their wellbeing, the necessity for organisations to offer support and build a culture that supports wellbeing is undeniable. Failure to do so can have a detrimental effect on the business. We can consider the cost of low productivity or damage to workplace culture that can stem from failing to support employee wellbeing. But one key outcome of an effective wellbeing strategy that emerges particularly pertinent as UK organisations battle hiring freezes and skills shortages, is retention.

Increasingly so, wellbeing is shaping the attitude people have towards their roles and responsibilities, as well as any loyalty they have towards their employer. Wellbeing often acts as a key factor in an individual's decision-making process when it comes to their careers and deciding whether to move on to new opportunities or not. As such, it can be a driving force in both retaining existing employees and in attracting new talent.

One clear example for frontline employees is from our [Economic Value Study](#), which uncovered that when organisations offer precautionary benefits such as personal accident insurance, they report an employee wellbeing score 17% higher than when not offered, along with 26% higher retention rates and 19% better talent attraction rates.

A consistent and powerful theme in our research has been the undeniable connection between employer support and employee loyalty. An overwhelming 88% of employees agree that employers who care for

their staff will retain them for longer. This sentiment is echoed in recruitment, with 84% believing that supportive employers will attract the best talent. Furthermore, a caring culture is seen as a diversity enabler, with 80% of employees agreeing it helps attract a more diverse group of candidates.

88%

of employees feel employers who care for their staff will **retain them longer**

84%

of employees believe that supportive employers will **attract the best talent**

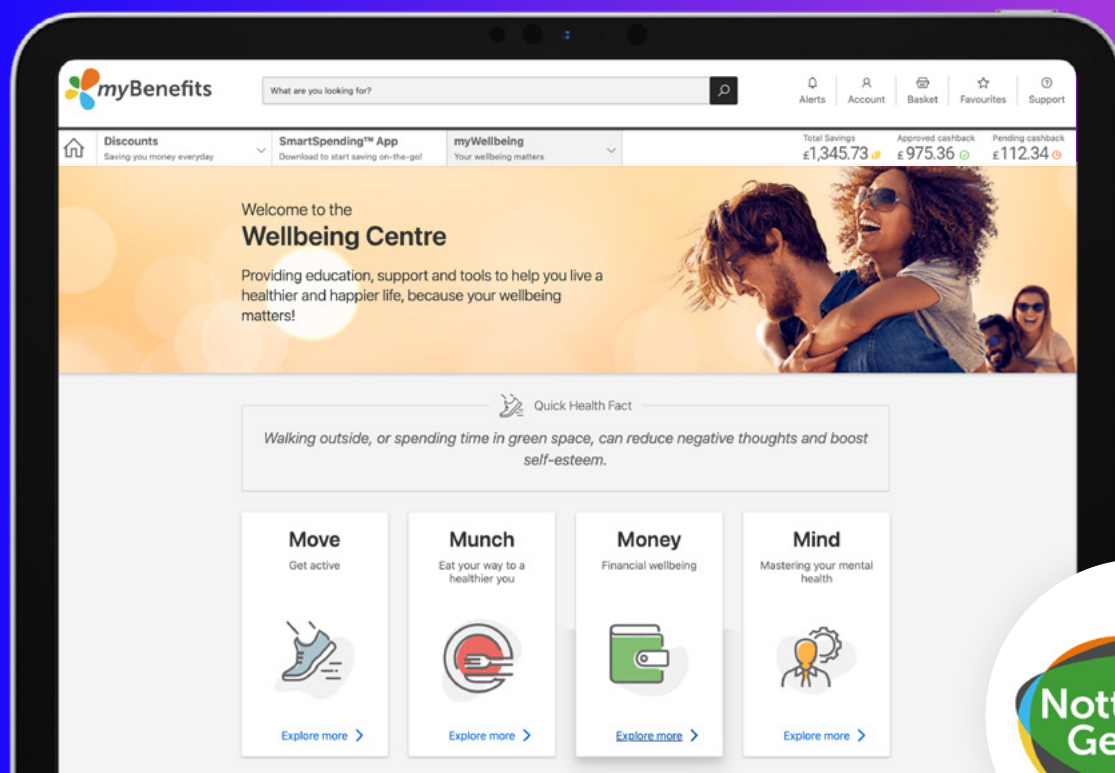
80%

of employees believe that wellbeing will help with **diversity in talent attraction**

It's clear that when employees feel supported, the advantages are tangible and immediate. More than a third (34%) of employees report greater loyalty to their company, and a similar number (33%) say they are more productive in their roles. However, a significant gap exists between this need for support and what employees feel they are actually being offered, with only 29% believing their employer truly cares about their wellbeing.

**Only
29%**

of employees believe their employer truly cares about their wellbeing



How Notting Hill Genesis boosted wellbeing scores through benefits, discounts and a dedicated communications strategy

A prime example of how an effective and dedicated wellbeing strategy has helped to drive retention is from social housing provider, Notting Hill Genesis. Working in partnership with Reward Gateway | Edenred, the HR Team at Notting Hill Genesis launched the Wellbeing Centre as an extension to 'myBenefits', their centralised employee experience platform.

Accompanying their wide selection of benefits and employee engagement solutions, the Wellbeing Centre offered Notting Hill Genesis' employees a gateway to valuable tools and resources that could support their physical, mental and financial wellbeing.

With everything from healthy recipes and workout videos to meditation playlists and financial education tools, the Wellbeing Centre offered a wide range of self-help tools to cater to the company's multigenerational workforce made up of office workers, resident-facing staff and site-based employees, ranging in age and needs.

Through 'myBenefits', the HR Team also launched seasonal communication campaigns such as Christmas and Back-to-School initiatives, to highlight the discounts employees could use to save money on essential purchases and support their financial wellbeing at specific times of year.

The results following the revamp and evolution of Notting Hill Genesis' benefits platform highlighted the huge demand for wellbeing support that had been there since the pandemic – with the **active user rate rocketing from 13% to 80%** in only 18 months, and the company's **wellbeing satisfaction score climbing to 80%**.

This increased engagement has had a snowball effect on retention, contributing to an **employee turnover rate below the industry average** and saving the organisation the significant costs of rehiring and upskilling new employees.

HR leaders report increasing demand for wellbeing support

The good news is that employee-led demand for wellbeing initiatives is not going unnoticed by HR leaders. Our data indicates a clear and growing need for these programmes. Almost half, (49%), of HR managers have seen an increased demand for wellbeing support in the last six months, and a further 36% have seen an increase in the last twelve months. This trend is a clear signal that the era of wellbeing as a 'nice-to-have perk' is over. It is now a core component of the employee experience and a critical strategic priority for HR leaders. The pandemic and subsequent shifts to remote and hybrid working have magnified existing pressure points, allowing and empowering many of us to be more vocal about our mental health needs and flexible working arrangements to name a few examples.

But this growing demand isn't uniform across the workforce. Our survey of HR leaders reveals distinct demographic groups that prioritise their wellbeing most. HR managers overwhelmingly believe that employees in relationships (90%) and both senior employees and parents (89%) are the groups most focused on their wellbeing. The view is that this prioritisation is likely driven by the complex act of balancing professional responsibilities with personal and family commitments, leading to heightened stress and a greater need for support systems. Similarly, employees in senior positions, who often bear the weight of significant professional responsibilities and the wellbeing of their teams, are also acutely aware of the need to maintain their own health to perform at a high level.



Understanding these specific needs is the first step toward building a responsive and impactful wellbeing strategy that works for the entire workforce, and moving away from a one-size-fits-all approach.

While we've established the link between wellbeing support and retention, the data also hints at **poor wellbeing as a driver of employee mobility**.

Simply put, when an employee's needs are unmet, wellbeing can become a key driver for them to seek opportunities elsewhere. Employees who feel supported at their place of work are likely to feel more committed and loyal to those who look after their overall health and happiness. For HR leaders, this highlights the urgency of closing the gap between the support employees desire and what they believe their employers are providing.



The cost of losing talent

Cost, as a major consequence of poor retention, cannot be overlooked.

Our **Cost of Losing Talent Calculator** illustrates the impact of a high staff turnover on a business' bottom line.

For example, an organisation of **100 employees, with an average salary of £37,430** (the UK average) and a turnover rate of 15%, would be **spending £196,515 on replacing just 15 employees.**

If this attrition rate were to rise to 20%, it would **cost a further £65,505.**

At the same time, reducing this figure from 15% to 10% would **save businesses £65,505.**

Aside from productivity, this shines a light on just how much of an impact poor retention can have on a company's bottom line - and emphasises why wellbeing plays such an important role in business performance.

Uncover how much employee turnover is costing your business with our **Cost of Losing Talent Calculator.**

 **Calculate**

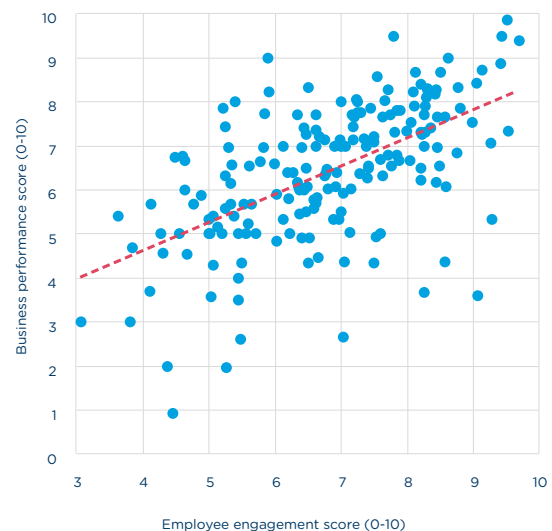
Chapter 3: Wellbeing and performance can no longer be separated

Often, wellbeing has been seen as a 'soft metric', something which is nice to provide but not central to business outcomes. However, as well as revealing the huge value employees place in wellbeing support, our research has shown that wellbeing is a core driver of performance, shaping an organisation's ability to be agile and achieve long-term success. Companies who fail to prioritise wellbeing risk holding themselves back.

Our findings show a clear consensus among employees that their personal wellbeing is intrinsically tied to their performance at work. An overwhelming majority of employees, four in five (81%), agree that companies who fail to support employee wellbeing will ultimately harm their own productivity. This demonstrates that it's not just a theory, but a lived reality for the modern workforce. It's clear from this data that employees no longer see wellbeing as something separate from their work, but instead an important condition for their ability to perform.

The connection between wellbeing and performance comes into sharper focus in our recent Employee Engagement: An Economic Value Study. Our in-depth study of 300 global organisations was able to quantify the relationship between employee engagement and business results, ultimately showing that organisations who successfully support the needs of their employees through effective benefits, levers and initiatives typically see a 5-7% increase in business performance.

Correlation between engagement and business performance



**Download
Now**

Download our **Economic Value Study** to engage with survey data from 300+ of the world's leading companies that draws a clear line between employee engagement and business performance.

The data is clear and shows just how strong the impact is. For a significant portion of the workforce, the effect that wellbeing has is directly affecting their ability to perform, with 44% of employees reporting that poor wellbeing has a significant impact on their productivity. This suggests that for nearly half of all employees, issues like stress, burnout and mental health challenges don't just cause a slight dip in performance; they are a major obstacle in the way of their ability to focus, engage and complete their work effectively.

36% of employees also state that their wellbeing sometimes impacts their productivity. This broadens the issue from a problem affecting a few to a widespread, intermittent challenge that can erode overall business performance over time. Only a small fraction of the workforce - just 5% - believe that their wellbeing at work has no impact on their productivity at all. This near-unanimous agreement from employees should serve as a wake-up call for any organisation that still considers wellbeing a secondary concern.

To really get a sense of the extent of this challenge, we need to take a look at the current state of employee wellbeing. Here we see a promising trend, with the majority of UK employees reporting a positive experience: 72% say their wellbeing at work is good. Though this is a testament to the efforts many companies have already made to create healthier, more supportive work environments, it still leaves room for improvement.

And at the same time, there is a concerning undercurrent below this positive surface. A substantial one in ten (10%) employees currently report that their wellbeing at work is poor. While this may seem like a small number, it represents nearly four million UK employees. This group is likely disengaged, highly susceptible to burnout and



at a much greater risk of leaving their roles. Their struggles can also have a ripple effect, impacting the morale and productivity of their teams. On top of this, the 18% of employees who remain unsure about their feelings towards wellbeing within their workplace represent a group on the fence. They are not yet in crisis, but their lack of a strong positive sentiment suggests they could be vulnerable to changing conditions or increased pressure.

Only
26%

of UK employees feel comfortable to talk about mental health at work

As we look to build psychologically safe workplaces where employees feel secure to share their struggles, a stigma still unfortunately exists around mental health for some.

But it's essential to provide support for those who don't currently, and may never, feel comfortable talking about their mental health at work.

Offering digital access to therapy, counselling and coaching through Reward Gateway | Edenred's partnership with Unmind can overcome this obstacle, empowering your people to support their own mental health.

Unmind

There's clear evidence that this is having an impact. The Government's [economic indicators](#) show that Q2 productivity in 2025 was 0.8% lower than 12 months prior, and 0.6% down on the previous quarter. This uncertain group represents a prime opportunity for proactive HR and leadership to invest in their wellbeing and convert them into highly engaged, productive employees.

The financial impact of this is clear. When employees feel stressed or unsupported, their capacity for innovation, problem-solving and collaboration shrinks. The result of this is reduced output, lower quality work and a decrease in business performance. And the cost of poor wellbeing extends beyond just a drop in productivity, manifesting in increased absenteeism, higher healthcare costs and a constant need for recruitment and training to offset high turnover rates.

In a competitive market, a company's greatest asset is its people. Investing in wellbeing isn't only just about doing the right thing, it's a strategy that will pay off in the long-term. By proactively addressing the needs of their people - especially the one in ten who are struggling and the 18% who are uncommitted - companies can build a resilient, engaged and highly productive team. The businesses that lead this charge will be the ones that attract the best talent, outperform their competitors and secure their long-term success. The evidence shows that caring for your people is, in fact, the most direct path to supporting your bottom line.



Chapter 4: How to make employee wellbeing an HR priority

It's apparent that there's a profound and ongoing shift in the priorities of UK employees. We've moved from a time where salary and bonuses were the sole focus to an era where employees are looking for a more holistic, supportive and human-centric experience at work. Our data shows a clear and growing expectation for employers to take on a greater responsibility for their team's wellbeing. We've also seen that this isn't merely a moral obligation; it's a direct and measurable factor that influences everything from employee loyalty and engagement to business performance and overall productivity.

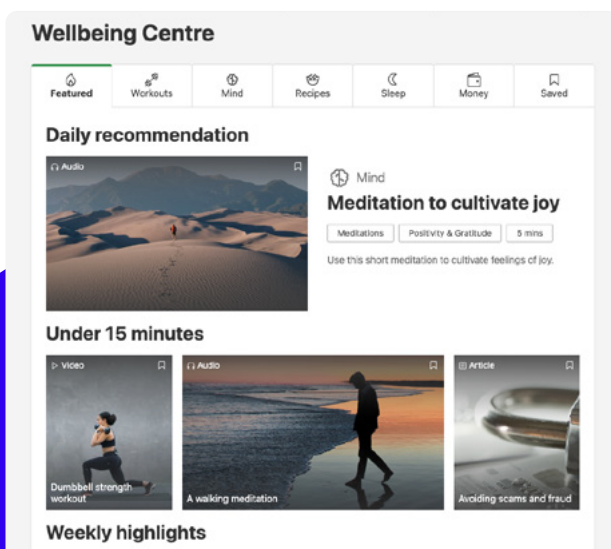
What these findings show is that just offering a competitive salary and standard benefits is no longer enough to attract and retain the best talent. The battle for top employees is now being fought on the grounds of culture, support and genuine care. For businesses and HR professionals, the task ahead is to bridge the gap between employee expectations and organisational reality. This requires a strategic, data-driven and deeply empathetic approach to wellbeing.

Taking a holistic approach

Before we dive into strategies, we need to take a step back to understand the different factors that encompass wellbeing, and what we can offer to maximise support for employees. Wellbeing isn't defined by one thing in particular; instead it is intrinsically linked by key pillars such as mental, physical and financial wellbeing. Employees could be struggling with a single pillar or a combination - something we need to take into consideration when thinking about how to address wellbeing issues.

Understanding the make-up of a person's wellbeing will help shape the tools offered to ensure we are addressing the different factors having an effect. This is where resources such as our Wellbeing Centre can provide a hub of knowledge and tools for employees to utilise and self-manage different elements of their wellbeing.

The Wellbeing Centre supports the key pillars of wellbeing, empowering employees to be the best they can be, with access to hundreds of recipes, exercise videos, meditation playlists, sleep tips, financial education guides and other important resources designed to help them lead healthier lives. The Wellbeing Centre is a powerful tool to supplement any wellbeing strategy, allowing employees to access the content and tools which suit them best. But to communicate this effectively, we need to rethink our approach.



Learn more about
our wellbeing
solutions at
rg.co/wellbeing

1. Thinking like a marketer

In a world where employees have more choices than ever, HR must pivot from a purely administrative role to one that is strategic and insight-driven. A powerful framework for this transformation is to think like a marketer. Just as a marketer uses data to understand their customer base and tailor products to meet specific needs, HR can use data to understand their employee population and design targeted wellbeing initiatives.

This begins with employee segmentation. Instead of offering a one-size-fits-all wellbeing programme, HR can analyse data to identify the

unique needs of different groups. For instance, parents and employees in relationships, who HR managers (and our data) overwhelmingly identify as prioritising wellbeing, may require more support for work-life balance and flexible scheduling. Junior employees may benefit from mentorship and career development programmes that reduce anxiety about their professional growth. Senior employees may need resources focused on stress management and leadership support. By using data from internal surveys, exit interviews, and engagement platforms, HR can create "personas" for their employees and design a tailored product suite of wellbeing offerings.

At Reward Gateway | Edenred, we have established five employee personas:

 Charismatic Charlie A keen collaborator with strong social skills and a sense of purpose. Bridge Builder. Creative Networker.	 Delightful Dani Values-driven, cooperative, sensitive and empathetic team player. Team Player.	 Captain Cory Driver of business performance, autonomous decision maker, high standards seeker. Boss. Learner. Strategic thinker.	 Stable Sam Level-headed, down to Earth, consistent, commercially & business aware. Self-contained doer. Analytical thinker.	 Innovator Ira A curious idea-generator that create change and drive improvement. A trends-setter. Blue sky thinker.
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These personas provide us with three core values to apply to everything we do:

Value differences:

This helps us engage, equip and empower our people

Understand our people:

This allows us to better tailor and personalise our initiatives and communications

Design with empathy:

This gives us the freedom to create better, more personal employee experiences

This approach also brings a focus on measuring ROI. Just as a marketer measures the return on investment of a campaign, HR can measure the effectiveness of wellbeing programmes. This goes beyond simple enrollment numbers. HR can track key metrics such as a reduction in sick days, an increase in engagement scores, a decrease in voluntary turnover within a specific team, or a rise in productivity following the launch of a new initiative. And, crucially, wellbeing. By demonstrating the tangible impact of wellbeing on the bottom line, HR can secure greater investment and executive buy-in for future programmes.

What can we track to measure success and show the ROI of wellbeing programmes:

Sick days

Engagement scores

Productivity levels

Employee surveys

Turnover rate

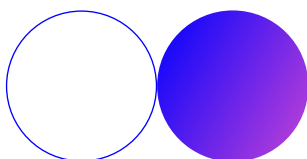
2. Conducting a wellbeing audit

Before any new initiatives are launched, businesses and HR professionals must first conduct a comprehensive audit of their current wellbeing provisions, and their current benefits propositions. As our research showed, a significant portion of employees have access to benefits like healthcare but do not use them. This suggests a disconnect - either the benefits are not well-communicated, they are difficult to access or they don't align with what employees truly need.

An effective audit should go beyond a simple checklist. It should involve:

- **Utilisation Analysis:** Which benefits are being used, and which are not?
- **Employee Feedback:** Gathering qualitative feedback through focus groups and anonymous surveys to understand why certain benefits are or are not valued
- **Gap Analysis:** Identifying what is currently missing from the organisation's wellbeing toolkit. This could be a lack of mental health support, insufficient financial literacy resources or a need for greater flexibility in work schedules
- **Communication Strategy:** Evaluating how wellbeing initiatives are communicated to employees. Are they presented as an unengaging list on a company intranet or are they integrated into the daily flow of work with clear, accessible information?

A thorough audit provides the data needed to build a responsive, relevant and cost-effective wellbeing strategy that truly serves the needs of the workforce.



3. Tailoring your communication

Segment

Once you've identified your employee personas, it's time to segment your messaging. Think about which aspects of your wellbeing programme are relevant and of value to which specific groups of employees. Then think about the challenges these solve and the unique advantages you can highlight to best showcase your offering. Finally, think about the best way to reach them, be it through email, blog posts or even physical advertisements in the workplace, you'll want to make sure your message is actually reaching your people.

Amplify

You can spend a lot of time and effort telling your people about how great your wellbeing programme is, but at the end of the day the **most powerful tool you have in your promotional toolbox is the voice of other employees.** Offer your people a platform to share their stories, whether in person or digitally, anonymous or not, and allow them to tell your wider workforce about how your wellbeing programmes have helped them in their lives.

Equip

Your leaders can be your wellbeing champions, spreading awareness of your programme and encouraging usage from those they manage. By educating your managers on your wellbeing resources and offering training on how and when to signpost these to your employees, you can give your managers the tools they need to navigate poor wellbeing within their teams and deliver timely support to your people.

Educate

Education goes beyond your people leaders. Make sure to provide your entire workforce with the information they need to access your wellbeing programme and locate exactly what they need. You can host how-to guides on your employee experience platform, with a helpful FAQ section to clear up any uncertainty. Go one step further and host a workshop or webinar so your people can see a live demo of your programme in action. You could even ensure information on your wellbeing programme is included in your induction package for new joiners.

wellbeing at the gym group

Your **Wellbeing Hub** provides a range of easily accessible resources right at your fingertips.

financial	physical	emotional	social
Budgeting tools, and financial calculators	A library of exercise and relaxation videos	Meet your Mental Health Ambassadors	Information on volunteering at The Gym Group
Articles and guidance on money management	Information and resources on Women's Health	Access to your Mindset Coach series	Articles and information on Family Wellbeing and leave entitlements
100s of discounts and cash back deals	Programmes to support you quit smoking or improve your sleep	Mental wellbeing resources, tools and EAP service	Details of our Diversity & Inclusion employee network groups

If you would like to speak to a TGG Mental Health First Aider
text TGGTalk to 88802

wellbeinghub

employee assistance programme

The programme offers a complete support network that provides you with expert information and compassionate guidance 24/7, covering a wide range of issues.

Stress & anxiety	Counseling	Family issues	Bereavement
Work advice	Financial wellbeing	Childcare support	Alcohol & drug issues
Relationship advice	Legal information	Medical information	Consumer issues

0800 756 0834
24hr confidential helpline

In addition to the counselling support and guidance, visit our virtual library of information, accessible via **CORE**. From simple lifestyle changes to practical advice for many of life's most common concerns, the portal offers:

- ✓ four-week self-help programmes
- ✓ fitness and lifestyle information, such as detoxing methods
- ✓ interactive health assessments providing personal tailor-made dietary tips
- ✓ mini health checks
- ✓ financial wellbeing articles

core

the gym group

How The Gym Group boosted its platform usage to 92% with a communications strategy focused on employee wellbeing

As one of the UK's leading gym operators, The Gym Group has a workforce of almost 2,000 people, 60% of whom work away from desks and on the gym floor. Its bi-annual employee survey revealed a gap between how well-informed offline and online colleagues felt when it came to wellbeing support. Office-based team members scored lower than those working on the gym floor, highlighting a need for an improved approach to wellbeing communications.

Working with Reward Gateway | Edenred, the HR and Wellbeing Team at The Gym Group launched a dedicated wellbeing strategy through its employee experience platform, CORE.

Taking advantage of the extensive resources in the Wellbeing Centre, the team began rebuilding their strategy around four pillars: financial wellbeing, physical wellbeing, social wellbeing and emotional wellbeing. To raise awareness of the available wellbeing resources, the team revamped The Gym Group's wellbeing communications, promoting relevant blog posts across different channels

and launching a new poster campaign for gym-based team members that linked back to the platform. The team kept the momentum going by running a series of online and in-person events and workshops, covering topics like fertility and men's health. Managers and team leaders were fully trained, while dedicated manager toolkits and guides were hosted in CORE's Wellbeing Centre.

In the first year after revamping its wellbeing strategy, The Gym Group achieved an impressive **92% active user rate** on its CORE platform, with almost **600 Wellbeing Centre views**. As a result of this new strategy, subsequent employee surveys revealed a marked improvement in 'wellbeing engagement', with an impressive **score of 8.9 out of 10**.

The HR and Wellbeing team plans to continue promoting the Wellbeing Centre, making full use of CORE's communication features to reach its entire workforce.



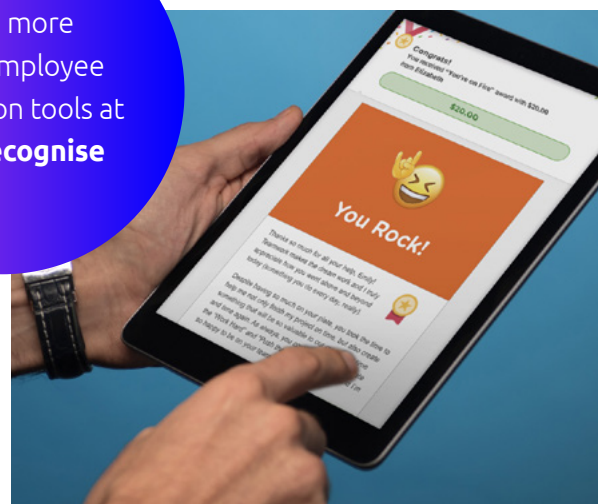
4. Building a culture of continuous recognition

While strategic initiatives and measurable data are critical, the most powerful tool for fostering a culture of wellbeing is often the simplest: recognition. Our research highlights that feeling valued is not a sentiment but a fundamental element of mental and emotional wellbeing at work. When employees feel seen and valued for their contributions, it directly impacts their sense of purpose, confidence and loyalty. We know that recognition directly boosts productivity, performance and employee engagement, and that the vast majority of employees work harder when they feel recognised.

This recognition must be authentic, consistent and frequent. It should come not only from managers but also from peers, creating a positive feedback loop that strengthens team bonds and fosters a culture of mutual respect. This kind of environment contributes directly to a healthier workplace, reinforcing the idea that the business cares about its people and values their contributions. The act of recognition can be a simple thank you, a public acknowledgement of a job well done, or a small

gesture of support - or it could be in other forms such as vouchers and spot bonuses. In an increasingly digital world, these personal connections are more important than ever for combating feelings of isolation and ensuring employees feel seen as individuals, not just as cogs in a machine. This emotional currency can be as impactful as a pay raise in building loyalty and a sense of belonging.

Learn more
about employee
recognition tools at
rg.co/recognise

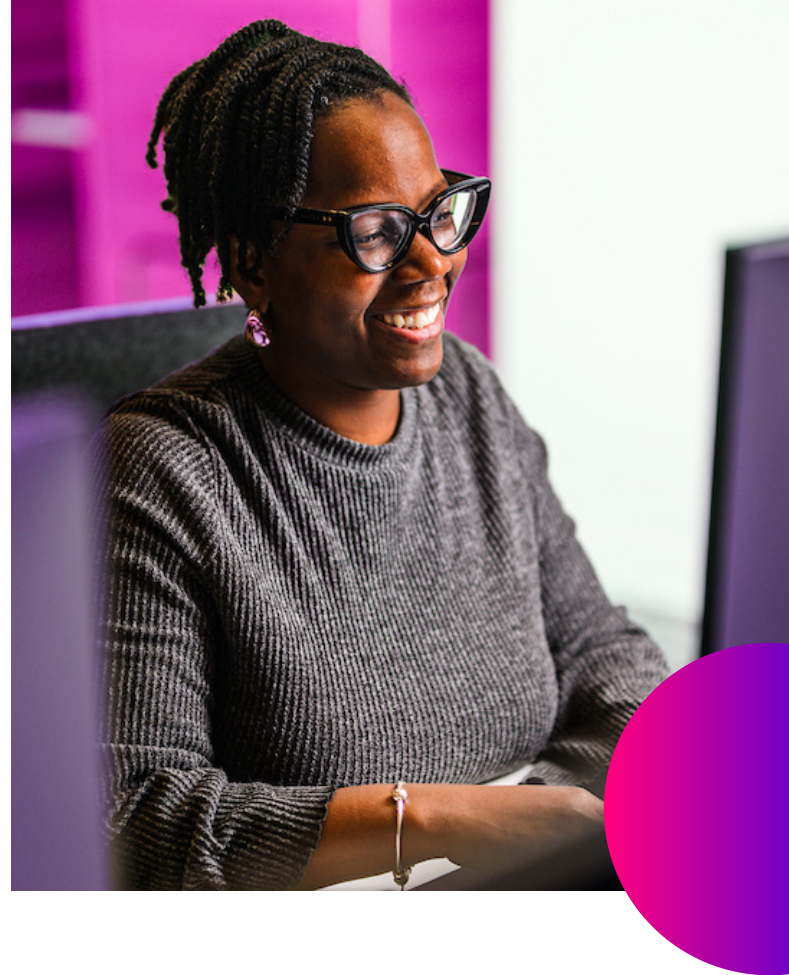


Conclusion

Our research points to one clear takeaway - employee wellbeing isn't just a nice-to-have anymore, it's clear that it's at the heart of business success. The pandemic acted as a powerful catalyst, accelerating a cultural shift that was already underway. It forced both employers and employees to reconsider the traditional structures of work, placing a new emphasis on flexibility, autonomy, and holistic health. As a result, we've seen a striking change in priorities, with 44% of UK employees now prioritising their wellbeing more than they did pre-pandemic.

This shift is not a passing trend. Our data shows it is a deep-seated change in mindset, particularly among younger generations. The fact that 67% of employees aged 16-24 and 68% of those aged 25-34 have put a greater emphasis on their wellbeing in the last six months alone signals a long-term evolution in employee expectations. These individuals are entering the workforce with a new set of values, and companies that fail to meet them will struggle to attract and retain the talent needed to compete in the future.

Another key takeaway is that employees are no longer content with a transactional relationship. They expect their employer to be a partner in their success and a supporter of their overall health. This is evident in the fact that more than a quarter of employees believe their employer is responsible for their wellbeing. This new reality demands a more sophisticated and proactive



approach from businesses. A one-size-fits-all benefits package isn't fit for purpose anymore when employees are prioritising everything from mental health support to flexible working patterns.

There is an undeniable link between wellbeing and business performance. We have moved beyond the abstract notion of "happy employees make productive employees" to a tangible, data-driven reality. The vast majority of employees agree that companies who neglect wellbeing will harm their own productivity. This isn't just a theory; it's a direct reflection of their lived experience, with 44% of employees stating that poor wellbeing significantly impacts their output. The financial implications are impossible to ignore. A high turnover rate, which our research shows is a direct consequence of a lack of support, costs companies a significant amount in recruitment and training, and demonstrates that investing in wellbeing is not an expense but a strategic cost-saving measure.

For HR professionals, the path forward is clear. The era of reactive, administrative HR is over. **To thrive in this new landscape, HR must become a strategic, empathetic and data-driven function. This involves:**

- **Thinking Like a Marketer:** Use data to segment your employee population and understand the unique needs of different groups, such as your remote and frontline workers. Design targeted wellbeing initiatives rather than generic programmes. Measure the impact of these programmes on key business metrics like engagement, productivity, and retention to demonstrate a clear return on investment.
- **Communicating Your Programme:** Just as we've established the need to move away from a one-size-fits-all approach to wellbeing, the same rings true for your communications strategy. Thinking about what your message is, when to send it and the best way to reach your people is key to driving a higher impact and supporting more people across your organisation.
- **Conducting a Wellbeing Audit:** Don't assume your current benefits are effective. Our research showed a significant disconnect between what employees want and what employers are offering. Audit your package offerings to understand what employees value, what's missing, and how to improve communication and accessibility.
- **Building a Culture of Continuous Recognition:** The data confirms that feeling valued is a fundamental element of wellbeing. A strategic recognition & reward programme is vital to boost morale, job satisfaction and productivity. Empower both managers and employees to appreciate others for their hard work and contributions with powerful and cost-effective tools that help build a culture of wellbeing, performance and loyalty.

We firmly believe the wellbeing has evolved beyond a choice, into a reality. In our view, those businesses that lead this charge will be the ones that move from viewing wellbeing as a peripheral issue to seeing it as a core component of their business strategy. By listening to their employees, leveraging data to inform their decisions and fostering a culture of genuine care, companies can build a resilient, engaged, and highly productive workforce. This holistic approach will not only secure their own future but will also create workplaces where people don't just work - they thrive. The wellbeing of a company's workforce is no longer a footnote in the annual report; it is the most valuable asset on the balance sheet.

Methodology

The research was conducted by Censuswide, among a sample of 4,002 UK employees. The data was collected between 08.05.2025 - 14.05.2025. Censuswide abides by and employs members of the Market Research Society and follows the MRS code of conduct and ESOMAR principles. Censuswide is also a member of the British Polling Council.





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