

THE STATE OF WELLBEING

KEY FINDINGS

1. There is a clear perception gap between leaders and the shopfloor

Leaders believe they are taking proactive steps on health and safety, yet many employees experience something different on the ground. This divergence reflects a communication and visibility challenge. This perception gap presents a clear opportunity for the sector.

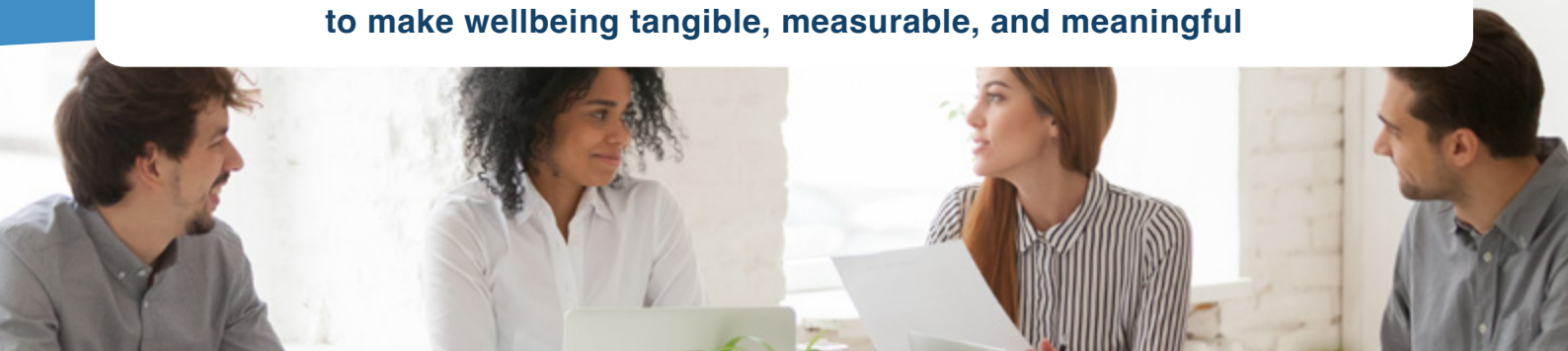
2. Measures are in place - policies, procedures, risk assessments and training - but these are not consistently understood or experienced

Wellbeing policies exist, but many employees do not know what they include. Risk assessments are carried out, but not everyone sees the implementation. Training is common for physical health, but less so for psychological health. The result is a system that looks robust on paper but doesn't always translate into clarity or confidence on the ground.

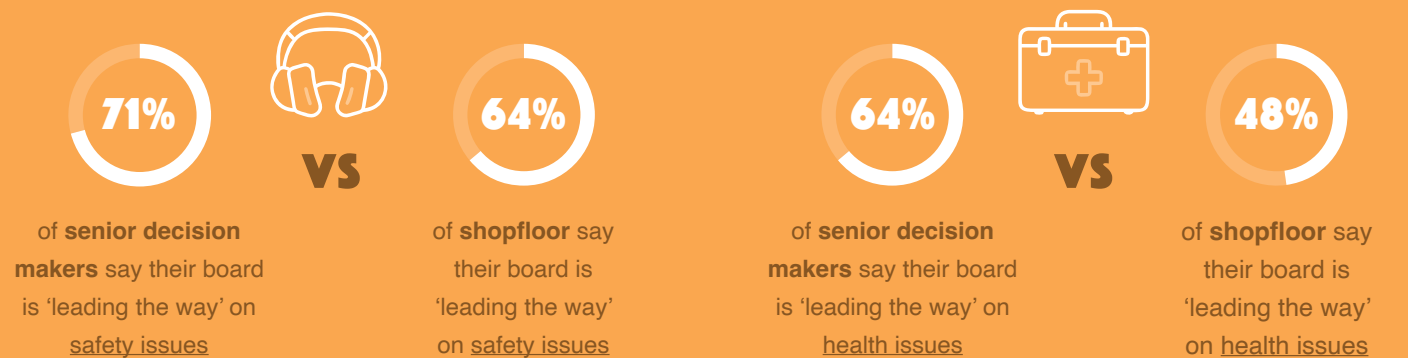
3. The human impact is real

Many employees report mixed or worsening wellbeing, and they are clear about the consequences: lower morale, reduced productivity, and increased absence. Crucially, they believe that better wellbeing support would improve their performance and attendance. The appetite for change is real and shared across the workforce.

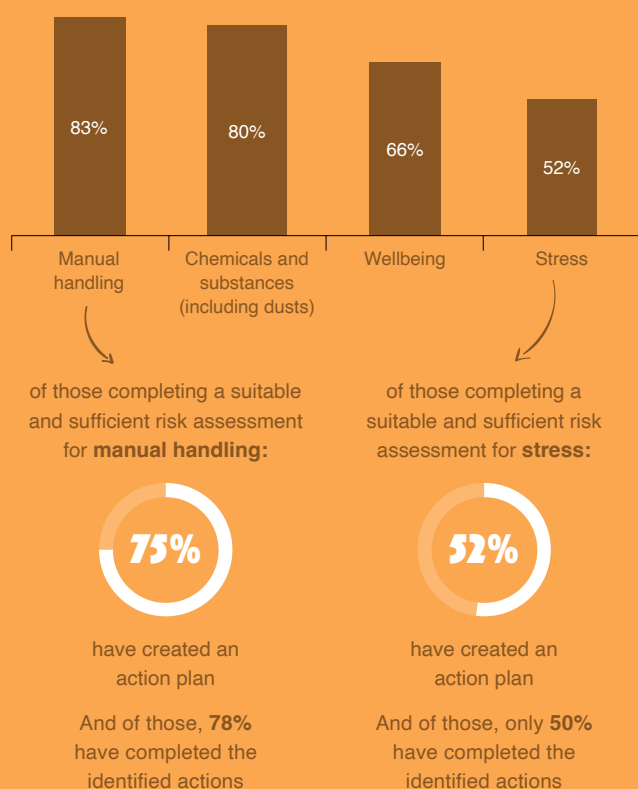
The findings offer a powerful mandate for action - now is the time to make wellbeing tangible, measurable, and meaningful



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Suitable and sufficient risk assessment in place (senior decision makers)



According to senior decision makers:



WHAT NEXT



See all the findings in the full report online at makeuk.org