

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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71%
of senior decision
makers say their board
is 'leading the way' on
safety issues



64%
of shopfloor say
their board is
'leading the way'
on safety issues

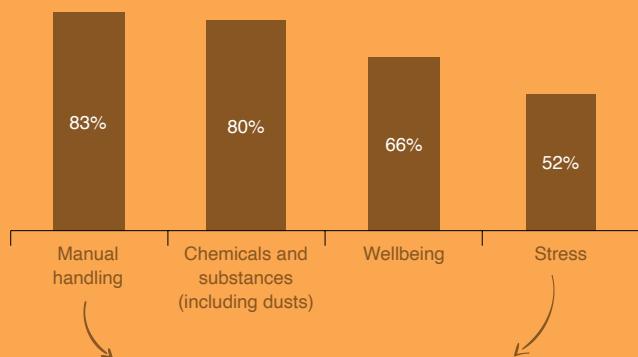


64%
of senior decision
makers say their board
is 'leading the way' on
health issues



48%
of shopfloor say
their board is
'leading the way'
on health issues

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



of those completing a suitable
and sufficient risk assessment
for **manual handling**:



have created an
action plan

And of those, **78%**
have completed the
identified actions

of those completing a
suitable and sufficient risk
assessment for **stress**:



have created an
action plan

And of those, only **50%**
have completed the
identified actions

According to senior decision makers:



of companies have provided
training on manual handling



have provided training on chemicals
and substances (including dusts)



of companies
have done the
same for stress

Which is **down to 33%**
when the **shopfloor**
answered the same question



of employees said that more training
and development would improve
their sense of wellbeing

WHAT NEXT



**Make wellbeing
visible and felt** –
ensure employees
know what support
exists and can see it
in action.



**Close the perception
gap** – increase
communication,
make implementation
visible, and leadership
more present so intent
matches experience.



**Give wellbeing the
same rigour as safety
and physical health**
– apply structured
processes, clear
responsibilities, and
consistent training to
stress and mental health.



**Communicate clearly
and consistently**
– move wellbeing
out of documents
and into everyday
conversations.



**Focus on impact,
not activity** –
measure how
people feel, not just
what policies exist.

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