



**How to Unleash the ROI of your
Wellness Programme**

Formerly **Gympass**

1 Foreword

Beyond the bottom line is a profound truth: employee wellness is the bedrock of sustained success. Every company relies on wellbeing — nobody can pull ahead of the competition without a healthy, engaged, and productive workforce.

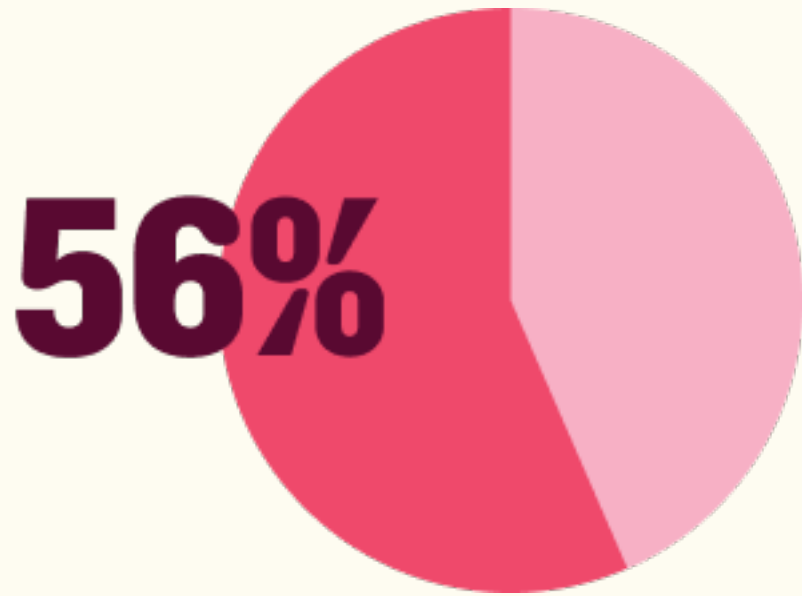
This is why the best way to grow your business is by taking care of your workforce first and foremost, not your spreadsheets and presentations. Too often we laser focus on the end result and forget about the employees driving those results in the first place. Thriving employees lift the bottom line because **wellness is profitable. Employee wellbeing isn't an expense — it's a strategic investment in company performance**, and we can prove it.

As Wellhub's CPO and CFO, our objectives have historically been viewed at odds: one is looking to spend and the other looking to save. We've left that outdated framework where it belongs — in the past. At Wellhub, we know our goals and methods are directly aligned. Investing in the wellbeing of our people improves the health of the business.

We see this in our own data at Wellhub — but you don't have to take our word for it. We surveyed more than 2,000 HR leaders at companies with wellbeing programmes in nine countries for our second annual Return on Wellbeing report. **Ninety-five percent of those who are tracking the return on investment of their wellbeing programme see positive returns.** This is up from 90% last year, showcasing how the positive impacts of wellness are only increasing.



These are not marginal gains.



Over half (56%) get more than \$2 for every \$1 invested in their wellness programme. Nine out of 10 companies report that their wellbeing programme reduces their healthcare costs, and 99% see a productivity boost. *(For more on how wellbeing programmes address critical business needs, see Section 3).* These returns are generated by improvements in crucial operations like talent acquisition, making it easy for both

the People and Finance departments to champion wellness.

Building a culture of holistic wellbeing is foundational to achieving these returns.

There are three reasons this is the case.

First, **holistic programmes support the multidimensional nature of wellbeing.**

Wellness is not one thing — sleeping well, eating well, moving well, having good relationships, feeling self-confident, and so much more are all a part of your wellbeing.^{1/2} And these are not discrete categories. Your sleep impacts how well you exercise, and vice versa — how much you move impacts the quality of your sleep. Holistic programmes let employees kickstart a positive cycle where wellness begins to amplify itself. For example, consider somebody who uses a meditation app subscription from their employer to reduce their anxiety.



This decreases their desire for comfort foods, and their improved diet gives them the energy to start taking HIIT classes through their employer's wellness programme. Every part of this journey adds to their quality of life, resulting in sharper focus and improved performance at work.

The second reason is holistic programmes are inherently more dynamic. They have more options, and support more aspects of wellbeing than one-off benefits or programmes. This makes it easier for employees from different locations and backgrounds to find services that support their unique wellness journey. The fact that there is no one-size-fits-all wellness solution is why Wellhub supports any wellbeing journey, no matter what it looks like. After all, some employees love weight lifting, while others love doing yoga or tracking their protein intake. If your benefits programme only includes a membership for your local gym, it leaves most of your staffers effectively without a wellbeing benefit. Giving employees the power of choice makes it easier to engage with the benefit. This is critical to maximising the ROI of wellness **because a programme's financial returns scale with its participation rates**. That's the power of HR and finance working as partners, not facing off as adversaries — healthier employees means healthier bottom lines.

The power of using wellness benefits leads to the third and final reason: **Having a culture of wellness drives returns**.

A workplace culture rooted in wellbeing allows employees to engage in the programme, unleashing its full potential. A meditation app won't touch burnout if your employees can't take 15 minutes in the afternoon for a mindfulness practice. And their physical health won't improve if work stress keeps them up at night, driving them to eat a sugary breakfast for quick energy. It's when a team lead encourages people to block time on their calendar for a team spin class that the benefit has an impact.

Everyone — from finance to sales, HR to marketing — must know wellness is simply part of how the company operates, and act accordingly.

This is not unique to wellness companies. **Wellness benefits everyone**. Our survey respondents included HR leaders from more than 20 industries, from aerospace to fashion to mining. Every single one sees a performance boost from wellbeing. And despite stereotypes, this boon is not only seen in desk-work jobs. Industries dominated by non-desk workers have wellbeing engagement rates on par with desk-work industries. Not only are engagement rates similar, **non-desk work industries actually see even higher returns on investment than those in the desk-work sector**. This is a powerful reminder that everyone does better when they feel better.

The transformative power of holistic wellness is why Gympass is now Wellhub.

When we launched back in 2012, our focus was entirely on physical wellness — we were a literal gym pass back then, after all. Since then, we've dug deeper into what wellness truly is. For people to be truly well, all dimensions of wellbeing must be supported. This deepens our mission from helping people find a way to move to helping them improve their quality of life at a fundamental level. That takes a lot more than a jog on the treadmill — it requires helping every company become a wellness company.

You can see this shift in what employees can access through Wellhub today. In addition to gyms, there are resources to take care of their nutrition, sleep, mindfulness, finances, and more. This evolution from an employee fitness company to a workforce wellbeing network has greatly amplified our impact: *Return on Wellbeing 2024* respondents

who use Wellhub see higher returns on wellness and productivity increases than companies who haven't yet partnered with us. Our new name captures our broadened mission and deeper impact.

If you take one thing away from this report, we hope it is this: **Investing in wellbeing is the ultimate win-win. Our People and Finance teams are not at opposing ends of this conversation because wellness is not an expense, it's an investment. When your employees thrive, and so does your company — there's no trade-off required.**

With all that said, let's dive into the data. And if you want help displaying the ROI of employee wellness to your leadership team, [reach out at any time.](#)

Livia Martini

Livia Martini

Wellhub Chief People Officer

Bruno Annicq

Bruno Annicq

Wellhub Chief Financial Officer





Key Findings

Key Stats: Wellness is a Bottom-Line Boon

99% of HR leaders say their wellbeing programme increases employee productivity.	87% of HR leaders say their wellbeing programme is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.
98% of HR leaders say their wellbeing programme reduces turnover.	83% of HR leaders categorise their wellbeing programme as 'very' or 'extremely' important to talent acquisition.
95% of companies tracking ROI see positive returns on their wellbeing programmes.	77% of companies with Wellhub saw an ROI greater than 100% (compared to 53% of companies without Wellhub).
91% of companies report healthcare costs decrease because of their wellbeing programme.	56% of companies see a return over 100% from their investment in a wellbeing programme — meaning they get more than \$2 back for every \$1 invested.
89% of HR leaders see employees take fewer sick days as a result of their wellbeing programme.	13% of HR leaders say their wellbeing programme reduced the average number of sick days taken by at least five days, or a full work week.
88% of HR leaders report their wellbeing programme is 'extremely' or 'very' important to employee satisfaction.	

Key Insights: Increasing Returns

Higher rates of employee engagement drive higher returns in wellness programmes.	Higher rates of C-suite engagement drive higher rates of employee engagement.	Highest returns on investment come from holistic wellbeing programmes.
--	---	--

REPORT S T A T E M E N T S C O N T E N T S

1 Foreword

5 Key Findings

7 The Business Case for Wellbeing programmes

- 7 3.1: The Return on Investment of a Wellbeing programme
 - 10 3.2: How Wellbeing programmes Solve Business Problems
-

18 Driving Engagement in Wellbeing programmes

- 18 4.1: How Engagement Increases Returns
 - 20 4.2: The Impact of Leader Engagement
 - 24 4.4: Strategies that Maximise Engagement
-

29 Wellbeing programme Industry Snapshot

- 30 5.1: What HR Leaders Want in a Wellbeing programme
 - 38 5.3: Employee Wellness Trends
 - 39 5.4: Wellness Returns Across Industries
-

42 How Wellbeing Programs Solve Business Problems

64 The Wellhub Boost

68 Conclusion

69 Worldwide Wellness

87 About Wellhub

89 Appendices

3 The Business Case for Wellbeing programmes

3.1: The Return on Investment of a Wellbeing programme

HR teams are like the unsung heroes of a company's success story. Despite their pivotal role, they often work behind the scenes, receiving little recognition. What's shocking is that about one-third of HR leaders aren't quite sure how to shine a spotlight on their impact.

Now, with 44% feeling the heat from top management to prove why investing in people matters, it's time to step up and showcase the real value HR brings to the table. After all, articulating a clear value proposition for the bottom line has never been more crucial for any business function, especially HR.³

Linking the impact of wellbeing programmes to better business performance is becoming a common practice — four out of five companies are now able to track the return on investment.



And it's a metric that pays, as **95% of those companies see positive returns.** Last year, this figure was at a respectable 90%. This increase makes it clear that the impact of wellness is only going to continue to grow in importance. Only about 5% of companies see a negative ROI from their wellbeing programme – and it's these wellness programmes that are the least holistic and have the lowest employee engagement rates (22% lower than the programmes with a positive return).

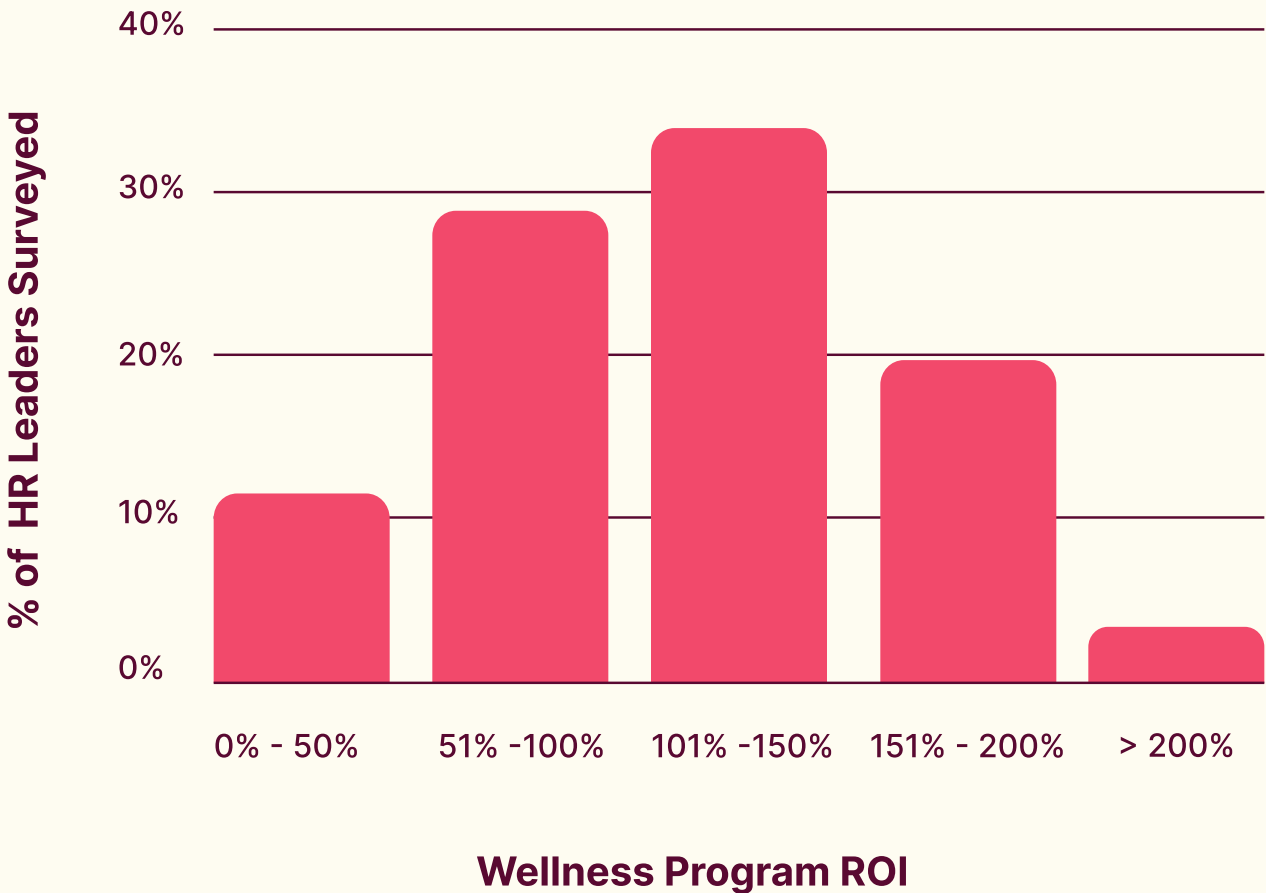
This shows how important it is to approach wellness from a holistic perspective, rather than addressing it in a fragmented way. A whopping 56% of companies see more than double their investment back from wellbeing initiatives. Even more impressive, 24% of these companies are raking in a return of 150% or more. **That's a 2.5 return on investment — meaning if you invest \$100,000 in workforce wellness, you'll actually see a return of \$250,000.** And that's before you factor other benefits like increased employee satisfaction and a healthier workplace culture! As companies look to right-size their spending for the current economic climate, spending more on wellbeing can help you spend less overall. It's clear: investing in wellbeing isn't just good for your team — it's a key growth lever for your bottom line.

Holistic programmes Tied to the Highest Returns

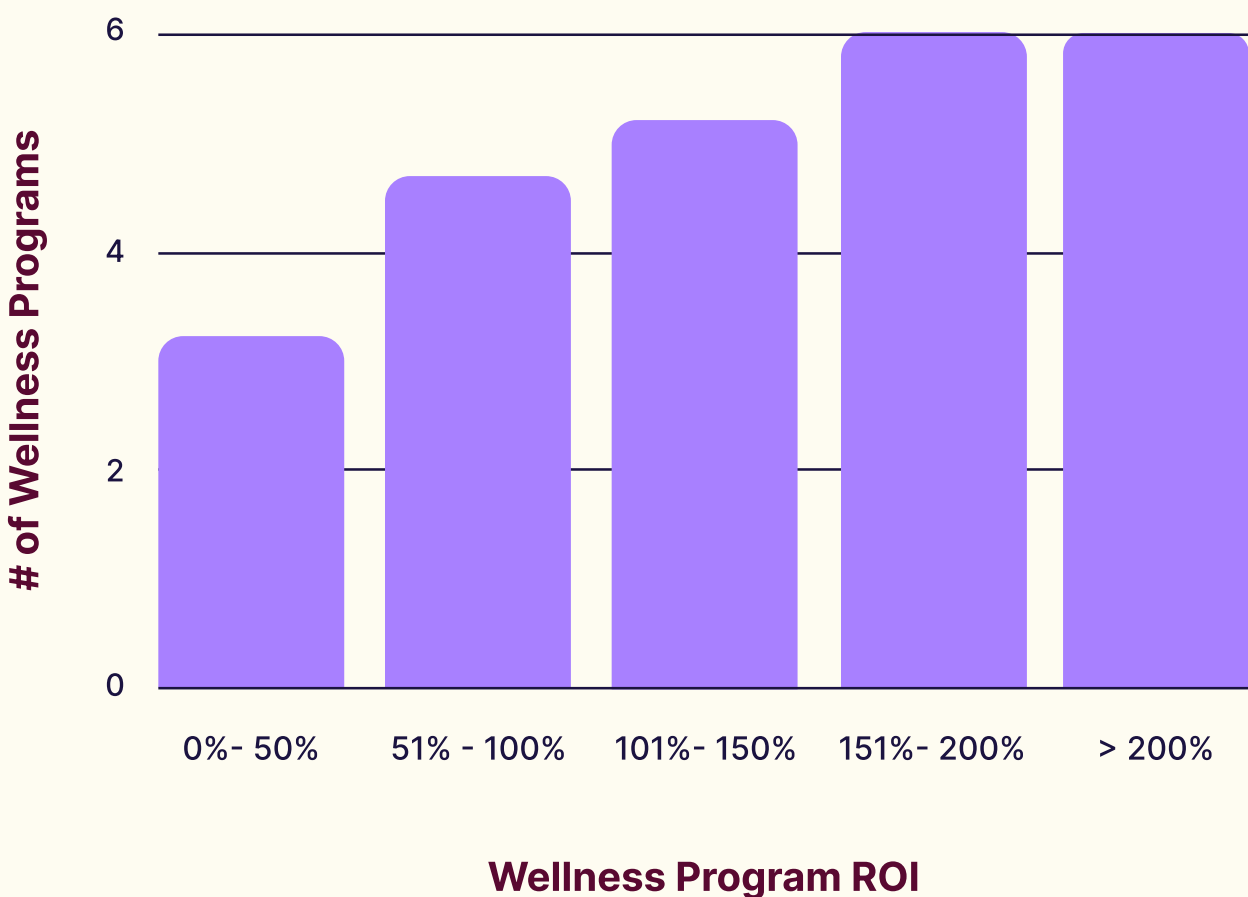
The more robust a company's wellbeing programme, the larger its financial returns.

We checked in with companies to understand which of the following wellness programmes they offer: Fitness app reimbursement; on-site fitness centres; group exercise classes; lunchtime fitness programmes; corporate sports teams; fitness workshops; and wellness platforms. And guess what? The more wellness perks offered, the heftier the ROI.

THE ROI OF WELLNESS PROGRAMMES



PROGRAMME VARIETY INCREASES ITS ROI





This is particularly true when the number of programmes reaches six or more. With two kinds of support, you might see returns between a slim 0% and a modest 50%. But level up to six programmes, and you're boosting your ROI to a whopping 150% or more.

Despite this goldmine, less than half (39%) of HR leaders say they have a holistic wellness platform that includes six or more types of support. These findings align with the top wellness wisdom out there, showing us that wellbeing is a package deal. Drop the ball on any of the big eight — whether it's physical, emotional, social, financial, intellectual, spiritual, or environmental wellbeing — and your overall health takes a hit.

Workers are well aware of this: The majority say each dimension of wellbeing impacts their productivity at work.⁴

HR leaders are keenly attuned to what makes employees tick. As workplaces and workforces continue to diversify, a staggering 85% of HR professionals emphasise the importance of offering a wide array of options in wellbeing programmes. Their focus is on providing employees with comprehensive support to help them flourish, regardless of their interests or goals.

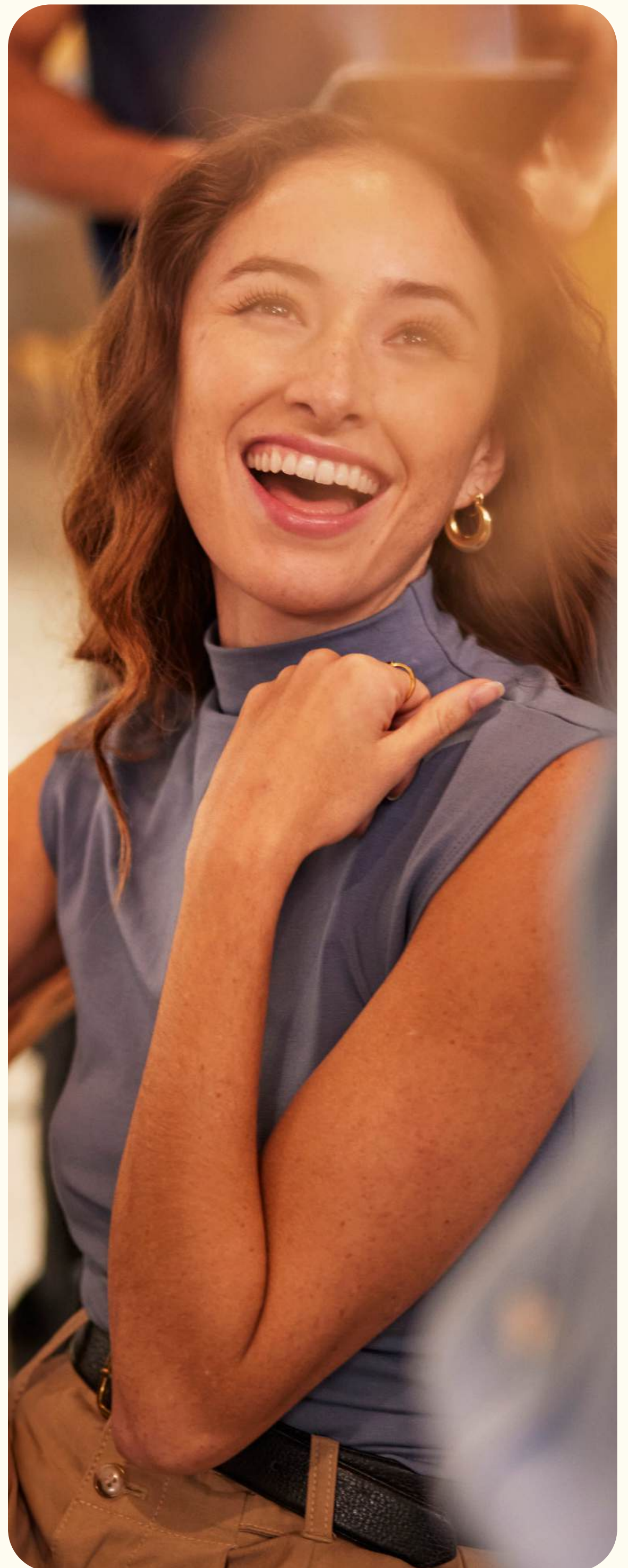
3.2: How Wellbeing programmes Solve Business Problems

Gone are the days when putting a few treadmills in a room counts as an onsite gym because it simply checks a box. Wellness programmes have moved way beyond being a token gesture — they are a strategic business imperative.

Like a Swiss Army knife, they tackle everything from boosting productivity and slashing healthcare costs to enhancing [talent acquisition](#) and reducing the out-of-pocket costs employees spend on their wellbeing. They help smooth out turnover rates, ramp up satisfaction, and cut down on sick leave.

But how exactly do these wellness initiatives work their magic across such a broad spectrum of critical business needs?

Let's dive into the nuts and bolts of these programmes, exploring how they bolster employee health while strengthening the fundamental financials of an organisation.



INCREASED PRODUCTIVITY

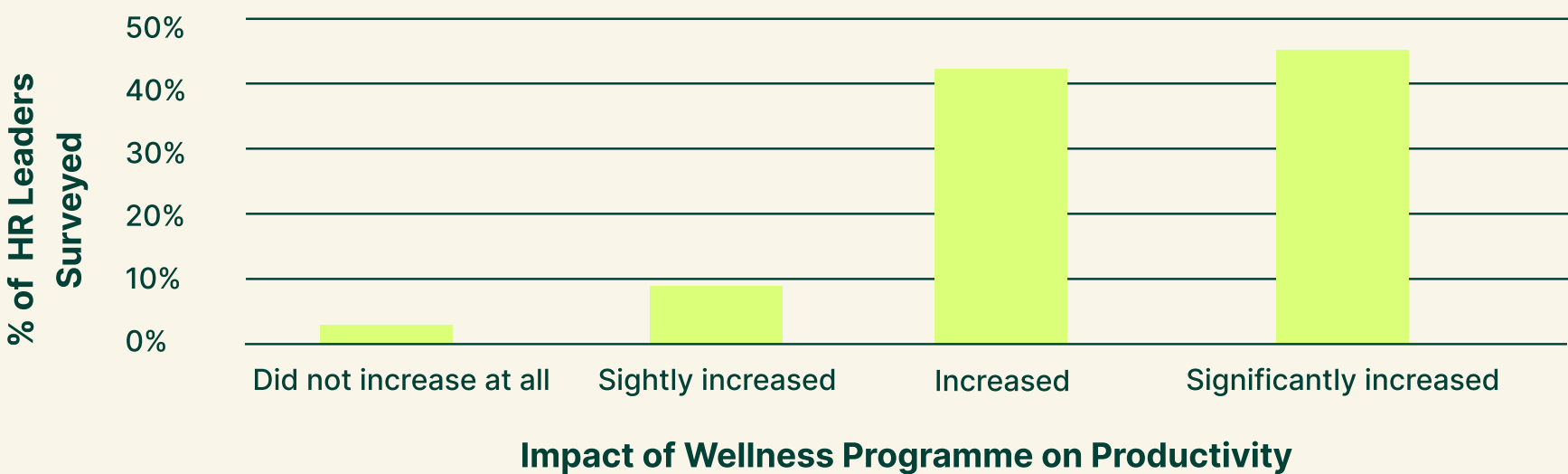
The Business Problem

Productivity, the powerhouse behind every company’s output, has hit a snag. Since the late ‘90s, developed nations have been largely stuck on a productivity plateau, with only a brief spike in 2020 when Covid forced everyone home.^{5/6}

With worker output barely budging, it’s high time for companies to figure out how to reinvigorate their employees. Boosting workforce productivity isn’t just a goal — it’s a must-have for staying ahead in the competitive race.

The Wellbeing Solution

WELLBEING PROGRAMMES INCREASE EMPLOYEE PRODUCTIVITY



Nearly all (99%) of HR leaders surveyed say their programmes are turbocharging employee productivity, with nearly half (47%) seeing major productivity growth (aka those that reported significant increases in productivity). This reinforces the findings of our [State of Work-Life Wellness 2024 report](#), where a survey of over 5,000 international employees revealed that workers who feel better are also more productive.⁷

And wellbeing programmes are about

more than increasing output in the short term — they’re also about building stamina, prepping teams to tackle anything the future throws at them. An impressive 98% of HR leaders believe these programmes are key to improving employee resilience against work challenges, with a solid 87% marking it as super critical. This ensures we support our employees through both the ups and downs, aiding them in sustaining their engagement, productivity, and overall happiness in the workplace.

REDUCED HEALTHCARE COSTS

The Business Problem

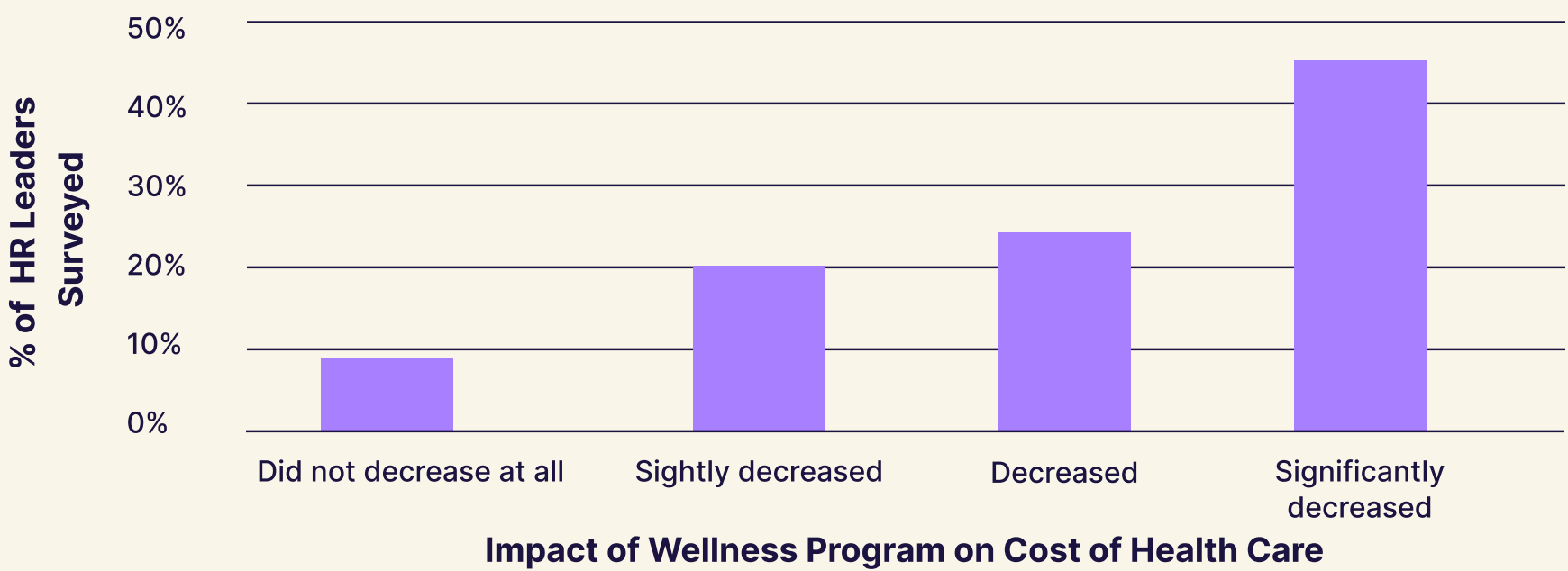
In 2023, global medical costs surged by almost 11%.⁸ And price tags are expected to keep rising. Over half the insurers worldwide are predicting these costs will keep climbing in the coming years.⁹ The growth prediction for 2024 is 10%.¹⁰ The main offenders are inflation and the pandemic’s lingering impact on preventative care. Many people delayed or missed routine preventative care appointments during the pandemic, leading to a spike in the number of people

suffering from health issues that could have been caught earlier. They are now paying for treatment, which is more expensive than prevention – and that treatment costs even more than a few years ago thanks to inflation.

For companies in countries where employers generally cover the cost of healthcare benefits, it is crucial to find ways to slash those costs to keep profits healthy.

The Wellbeing Solution

IMPROVED WELLBEING CUTS HEALTH SPENDING

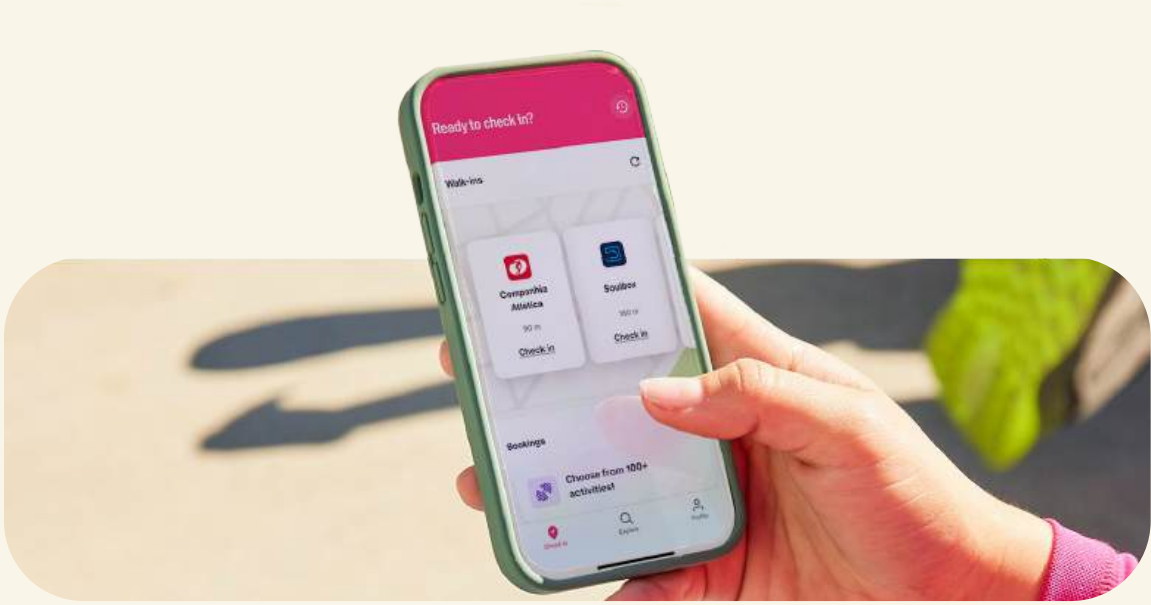


An impressive 91% of HR leaders say they’ve seen their healthcare costs drop because of their wellness programmes.* That’s a huge leap from last year when 78% were already celebrating lower

healthcare bills thanks to wellness efforts. And we’re not talking about tiny savings here: Nearly a quarter (24%) are seeing [major drops in their health spending.](#)

*This statistic does not include respondents from Germany and Italy as healthcare is generally not covered by employers in those regions.

This is especially a game-changer in places like the United States, where the average annual healthcare premium for a single employee skyrocketed to about \$8,435 last year, up from \$7,739 in 2021.^{11/12}



DECREASED SICK DAYS

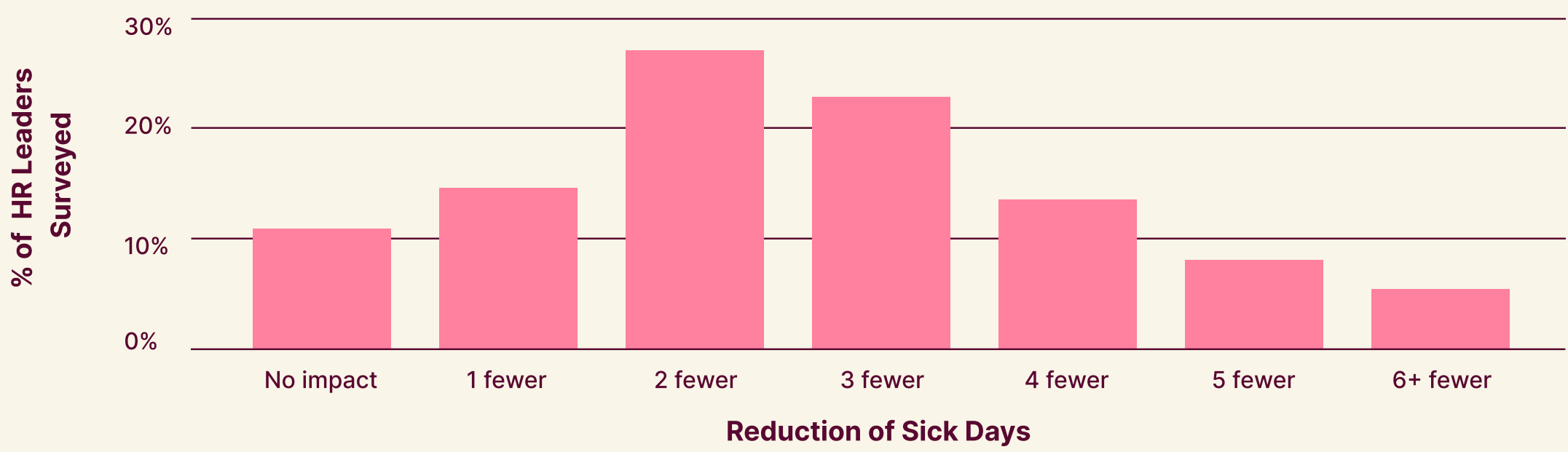
The Business Problem

Unwell employees are costly in more ways than one. For companies with salaried employees and healthy sick-day policies, profits suffer when workers can't work. Productivity losses from absenteeism

cost U.S. employers \$225.8 billion every year, or \$1,685 per employee.¹³ Organisations need to find a way to improve [employee health](#) so they don't need to take as many sick days.

The Wellbeing Solution

BETTER HEALTH, FEWER SICK DAYS



Nearly nine in 10 HR leaders (89%) are celebrating their wellness programmes for slashing the number of sick days taken by employees.

Thirteen percent of those surveyed said they reduced the number of sick days by an astonishing five days or more — that's like adding a whole extra week of productivity to the calendar.

BETTER TALENT ACQUISITION

The Business Problem

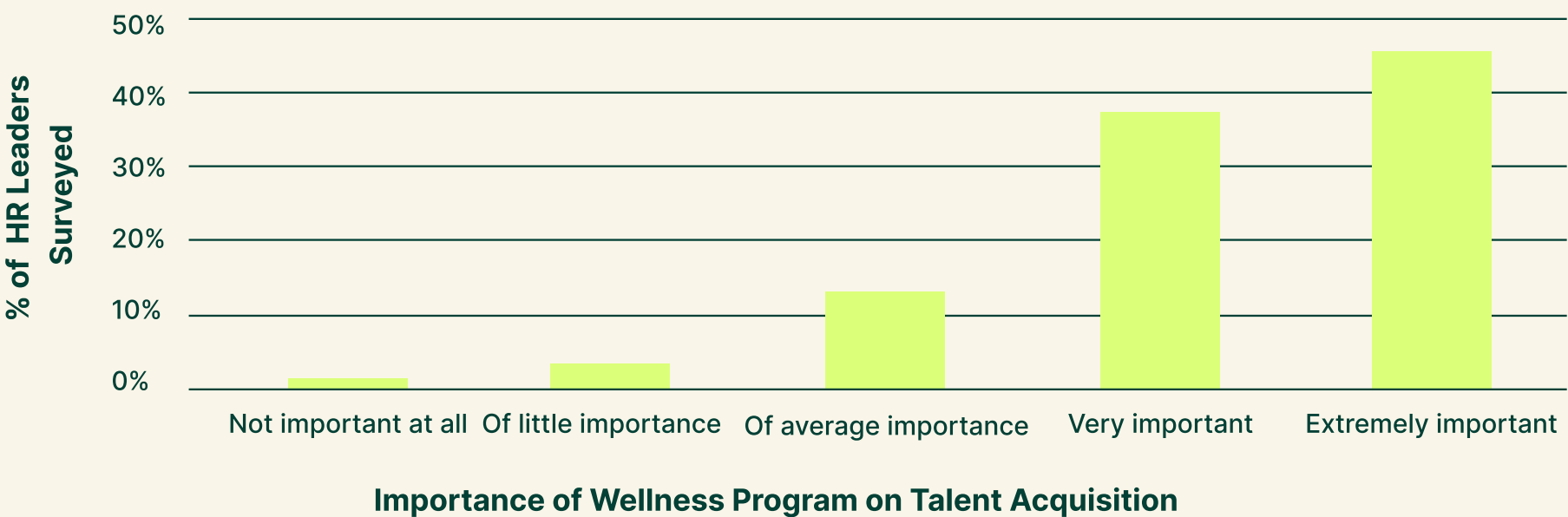
The talent hunt is on, and it's tougher than ever. Last year, 57% of employers scouting for new team members hit a wall — no qualified candidates in sight.

And even finding a good candidate doesn't always mean they solved the problem. Even when they spot the right talent, two out of five companies are unable to match

the paycheck dreams of their would-be hires.¹⁴ And to add to the drama, budgets are tighter than ever. Despite inflation, half of the recruiting squads haven't seen a penny more in their budgets.¹⁵ HR leaders need a cost-effective way to bring talent in the door.

The Wellbeing Solution

WELLNESS PROGRAMMES POWER TALENT ACQUISITION



HR leaders see wellbeing programmes as a critical part of solving the talent puzzle. A resounding 97% dub their wellbeing programme a must-have for snagging top talent. Even more impressive, 83% are declaring that it's 'very' or 'extremely' important — up from 73% last year.¹⁶

This buzz is all about meeting the skyrocketing demand for a wellness-focused workplace. Last year, Wellhub found that a whopping 93% of full-timers say their wellbeing is just as important as their paycheck, marking a significant leap from 83% in 2022.^{17/18} Clearly, when it comes to attracting the best, wellbeing isn't just a perk — it's a requirement!

IMPROVED EMPLOYEE RETENTION

The Business Problem

One-third of businesses are watching star talent walk out the door — and it’s costing them big time.¹⁹ Turnover driven by [burnout](#) is chewing through 20% of payroll budgets, turning stress into a multimillion-dollar headache.²⁰ An eye-opening 87% of employees are ready to wave goodbye to any employer that doesn’t focus on wellbeing, a big jump from 77% who felt that way in 2022.

This can drive losses of institutional knowledge and a drag on the morale of the teammates left behind. Plus, a revolving door means HR teams are constantly trying to fill existing roles instead of doing strategic work that moves the company forward.

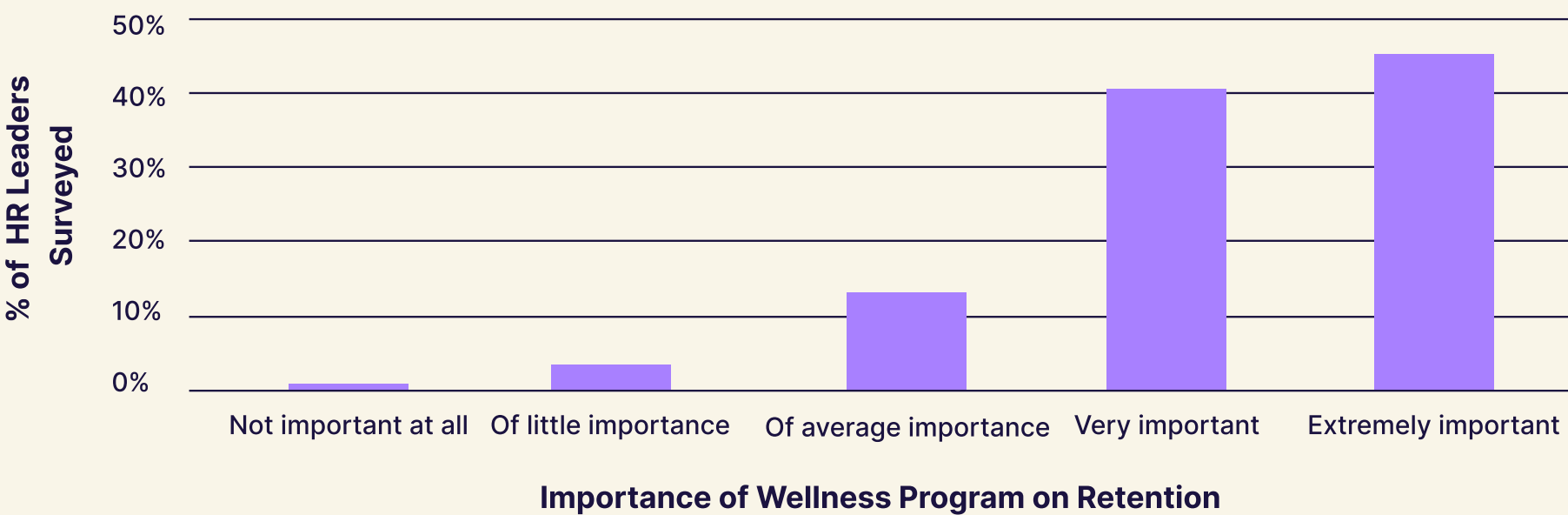
The Wellbeing Solution

Employers need a way to improve their employee experience so they can keep their hard-fought talent.

Wellness and [retention](#) are linked. High-calibre talent will always have options — and when wellness matters as much as

salary, your wellbeing programme makes you a more attractive employer. Meeting this expectation means saying goodbye to a one-size-fits-all approach and hello to a world of options and variety in your wellness programmes. By offering flexible benefits that are as dynamic as your

WELLNESS PROGRAMMES KEEP EMPLOYEES ON STAFF



diverse team, you support everyone, not just a few select employees. This helps turn you from a company where people work to one where people build a career. HR heavyweights see the connection

between wellness and retention, as 98% say their wellness programmes keep turnover at bay. A full 86% regard their wellbeing programme as 'extremely' or 'very' important to retention, shooting up from 75% in 2022.²¹

HIGHER EMPLOYEE SATISFACTION

The Business Problem

If you thought employee happiness would rebound after the pandemic ended, think again. Worker satisfaction rates have dropped by nearly a third in the last three years, and a significant portion of the slump came in 2023.²²

This isn't just a small hiccup — it's an alarming and lasting trend for employers everywhere. Unhappy employees are more likely to skip work or flat-out quit.²³

And dissatisfied employees can drag down your operations by providing a poor customer experience. Plus, even if they do quit, they can make it harder to find new employees: 86% of folks on Glassdoor scour through employer reviews before they even think of applying.²⁴

To keep businesses running smoothly, companies need to increase employee satisfaction.

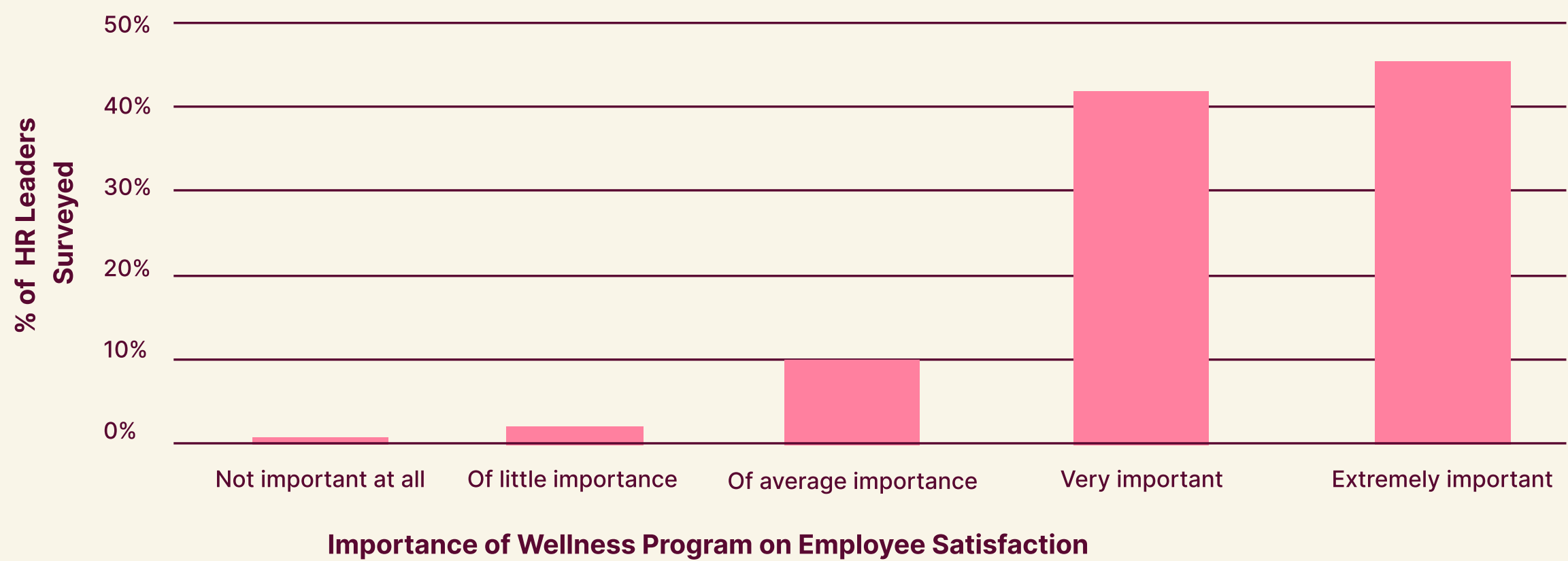
The Wellbeing Solution

The connection between wellness and satisfaction is easy to see. Ask yourself — would you be happier at a job where you feel bored and stressed every day, or one where you work with ideas and people that energise you? The answer is obvious.

Wellbeing programmes strike right at the heart of satisfaction by improving the employee experience. By caring for your people's wellbeing, you foster a culture

where employees know they are more than a number, and that their health is not overshadowed by share prices. They help employees combat all of the weights that drag down happiness: stress, anxiety, and exhaustion.

WELLBEING INCREASES EMPLOYEE SATISFACTION



As a group, HR leaders are on the same page: Wellbeing programmes are key to boosting employee satisfaction.
An impressive 99% say it matters, with 42% calling it an “extremely important” part of employee satisfaction.

Clearly, wellbeing initiatives are not just nice-to-haves — they’re essential for fostering a positive work environment.



4 Driving Engagement in Wellbeing programmes

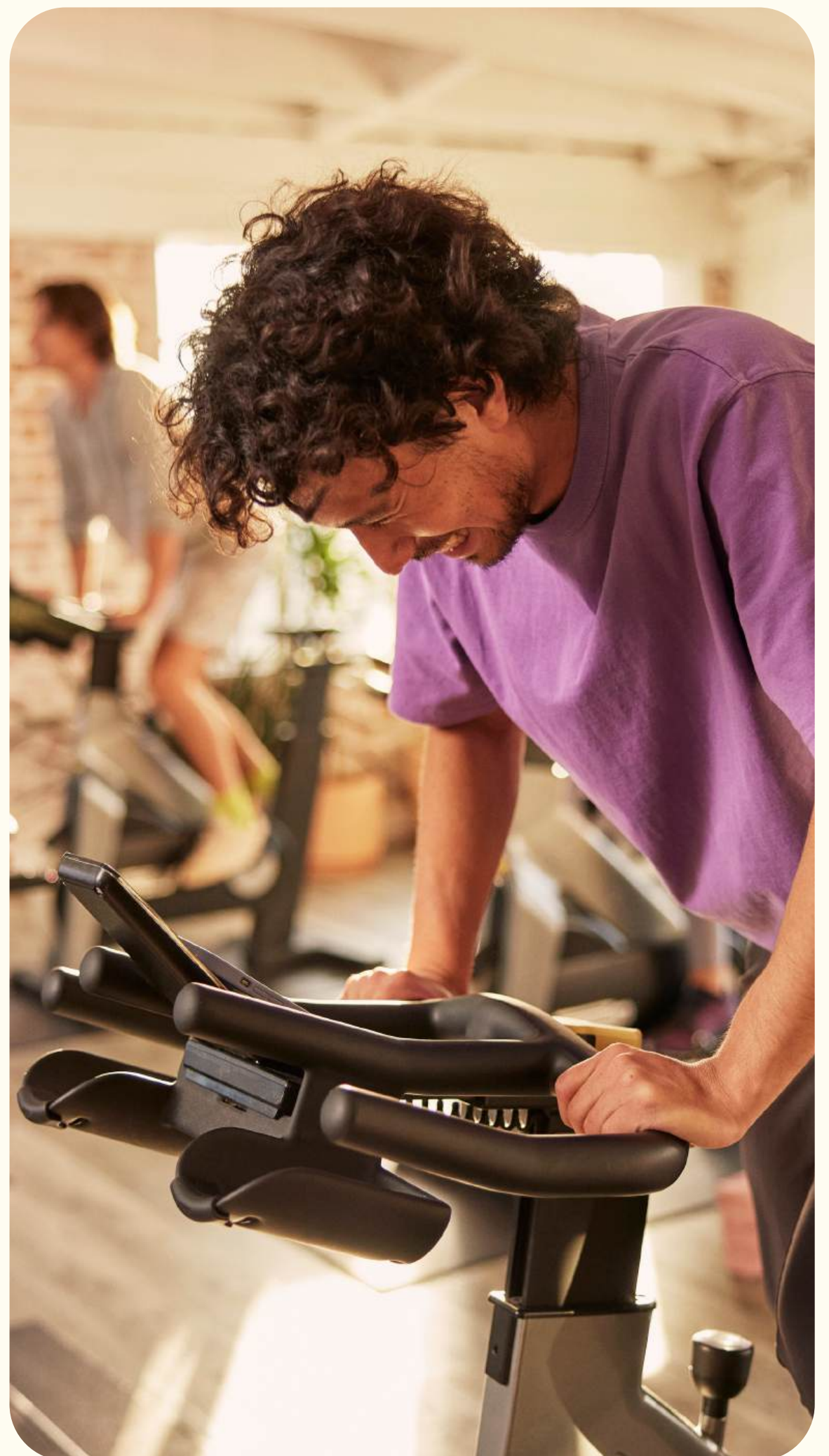
4.1: How Engagement Increases Returns

Have you ever bought a treadmill or exercise bike, convinced it will change your life, only to see it used as a makeshift clothes rack a few months later?

You are no closer to your goals, and are out hundreds if not thousands of dollars. If this sounds familiar, your lack of progress isn't the equipment's fault. It's simply because you didn't use the equipment for one reason or another.

A wellbeing programme is much the same. It won't do any good simply listed in your [employee benefits](#) package. Employees need to actually take that cycling class, participate in the meditation session, work with the trainer, or improve their sleep with that tracking app for change to happen.

The more employees use a programme, the better they feel, and the stronger the company's culture of wellbeing becomes.

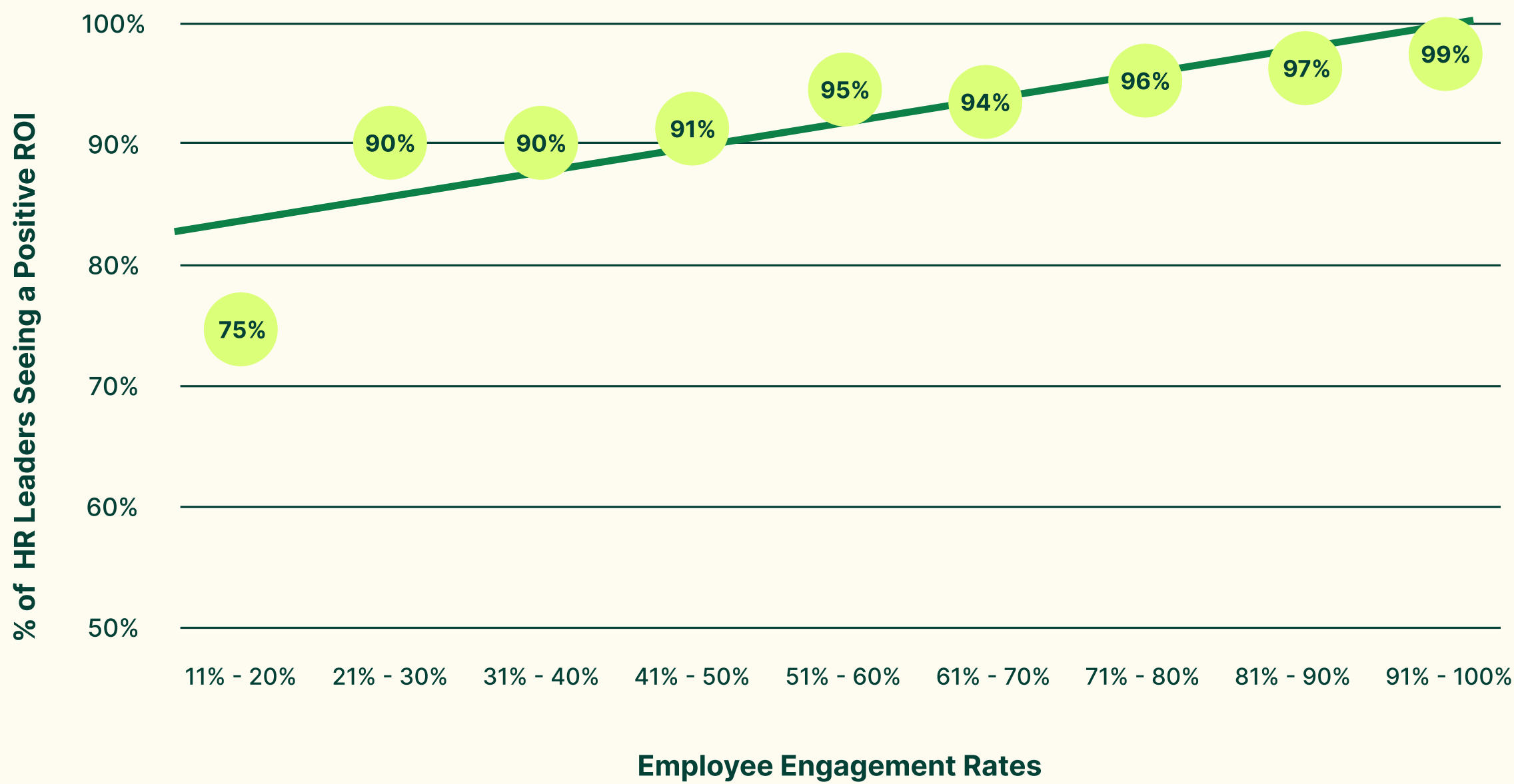


This positive cycle snowballs into strong wellness returns. Businesses with over half of employees using the wellbeing programme are the most likely to say they see a positive ROI from wellness spending. Specifically, those with **an engagement rate of 71% or higher are most likely to see returns of at least \$2 for every \$1 spent.**

HR leaders understand the dividends of employee engagement in wellbeing programmes. A whopping 97% of them

agree that ramping up engagement in wellbeing initiatives significantly boosts their return on investment. More than half (52%) consider high employee participation essential to a programme’s success. Meanwhile, a tiny one percent think employee involvement doesn’t really matter. Clearly, when it comes to wellbeing programmes, engagement isn’t just beneficial — it’s essential.

THE IMPACT OF EMPLOYEE ENGAGEMENT ON WELLNESS PROGRAMME ROI



4.2: The Impact of Leader Engagement

Picture this — you go to a Pilates class with your coworkers at lunch. You walk out of the locker room and see your CEO stretching and getting ready for the same class. Seeing her there confirms that wellness is not just lip service for her. She is walking the talk.

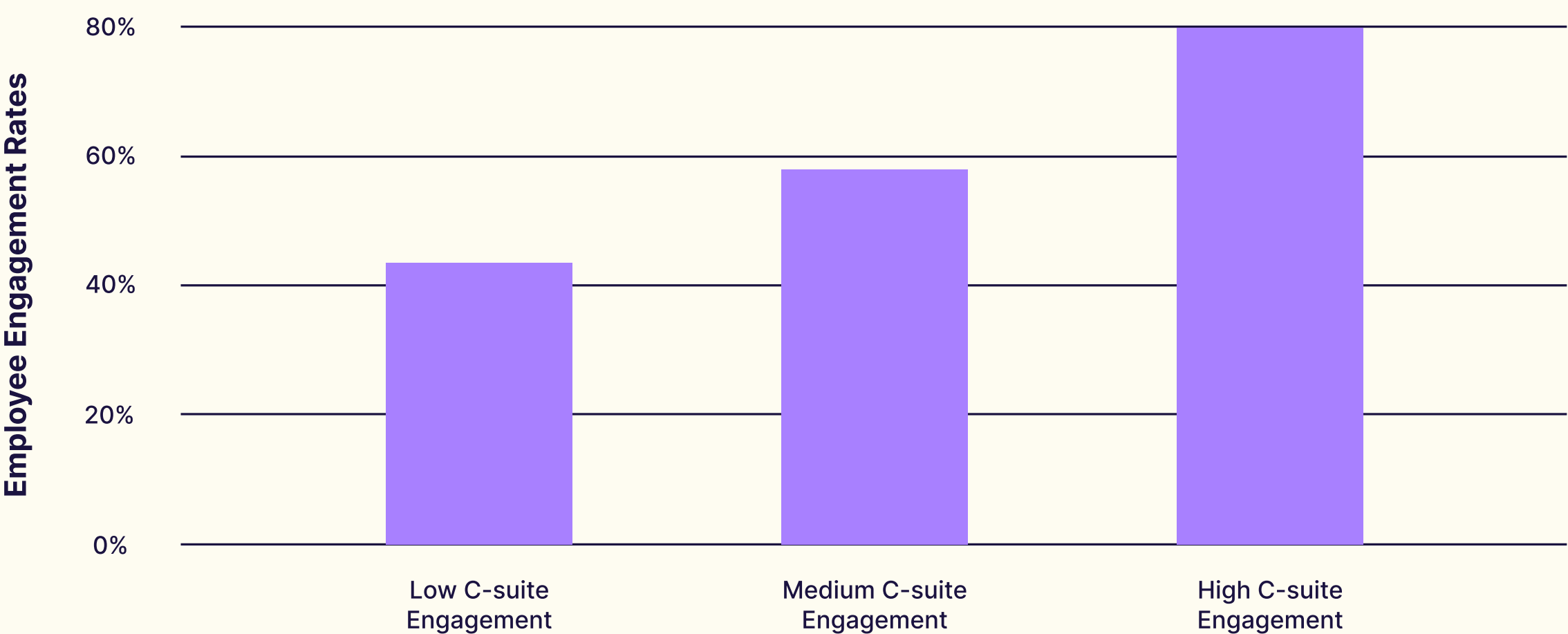
This is why having leaders engaged in the programme is a critical part of driving up overall engagement rates. A staggering 98% of HR leaders stress the importance of employees seeing executive leadership diving into wellbeing programmes, with 87% tagging this as ‘very’ or ‘extremely’ important.

And guess what? They’re spot on. **There’s a clear link between how much the leadership team engages with wellbeing initiatives and the overall employee participation rates.**

C-suite participation is a strong indicator of overall employee engagement rates. When C-suite engagement is low in the programme (i.e. less than 30%), the average participation rate of employees is 44%. This skyrockets to 80% when there is high engagement (i.e. greater than 70%) from executive leadership.

Overall, a whopping 77% of HR leaders say that at least half of their C-suite team

WHEN EXECUTIVES LEAD BY EXAMPLE, WELLNESS ENGAGEMENT INCREASES



uses the company’s wellbeing programme. But, get this — the enthusiasm levels vary wildly between industries. Finance and Economics execs are leading the charge, with a solid 78% of them actively participating in wellbeing programmes. And, bucking the stereotypes, construction bigwigs are not far behind at 67%, with the tech titans close on their heels at 65%.

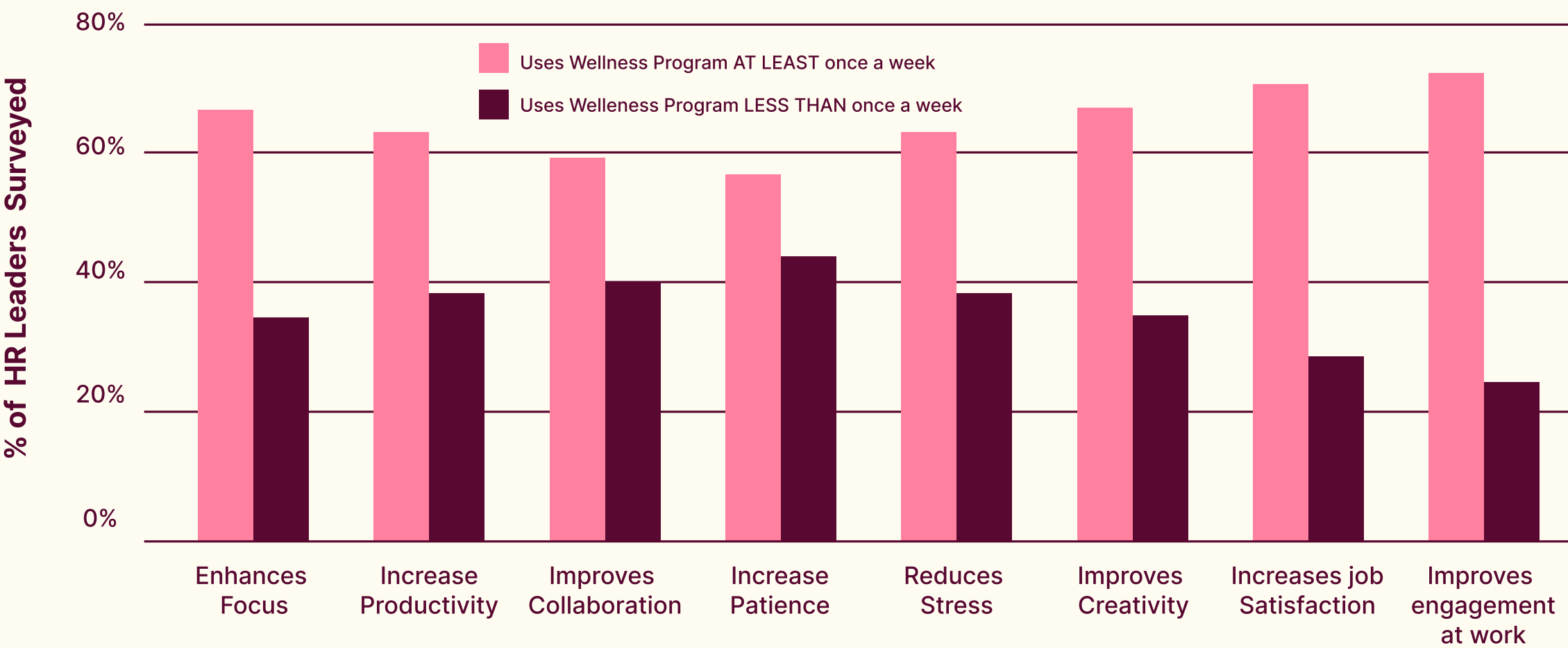
The entertainment industry trails at the back of the pack, with only 55% of its execs tuning into their wellbeing programmes. Adding a dash of irony, the healthcare sector — yes, healthcare — lands just above them at 59%. HR leaders can be impactful wellness role models too. When HR leaders participate in a programme once per month, the company’s average weighted engagement

rate is 61%. This rises to 71% when the leader uses the programme multiple times per day.

An impressive 87% of HR leaders make their wellbeing programme a weekly ritual. This consistent engagement isn’t just for show — it’s linked to tangible wellness wins. HR leaders who tune in at least weekly report feeling the positive impact more than those who log in less frequently.

Leaders who dive into their wellbeing programmes don’t just talk the talk; they walk the walk and reap the rewards. While 62% of HR leaders who use it at least weekly see a productivity spike, only 38% can say the same when they use their programme less than once a week.

HOW FREQUENCY OF USAGE OF WELLNESS PROGRAMMES IMPACTS WELLBEING IN HR LEADERS



How Frequency of Usage Impacts Personal Wellbeing

The same is true for stress — the more frequently you use your wellness programme, the better you can deal with the pressures of the job. At the same time, the likelihood of workplace engagement triples (increasing from 25% for HR leaders using their programmes less than once a week to 75% for weekly users), and the impact of job satisfaction more than doubles (from 31% to 69%).

These consistent benefits across the board drive home the power of frequent engagement with a wellbeing programme.

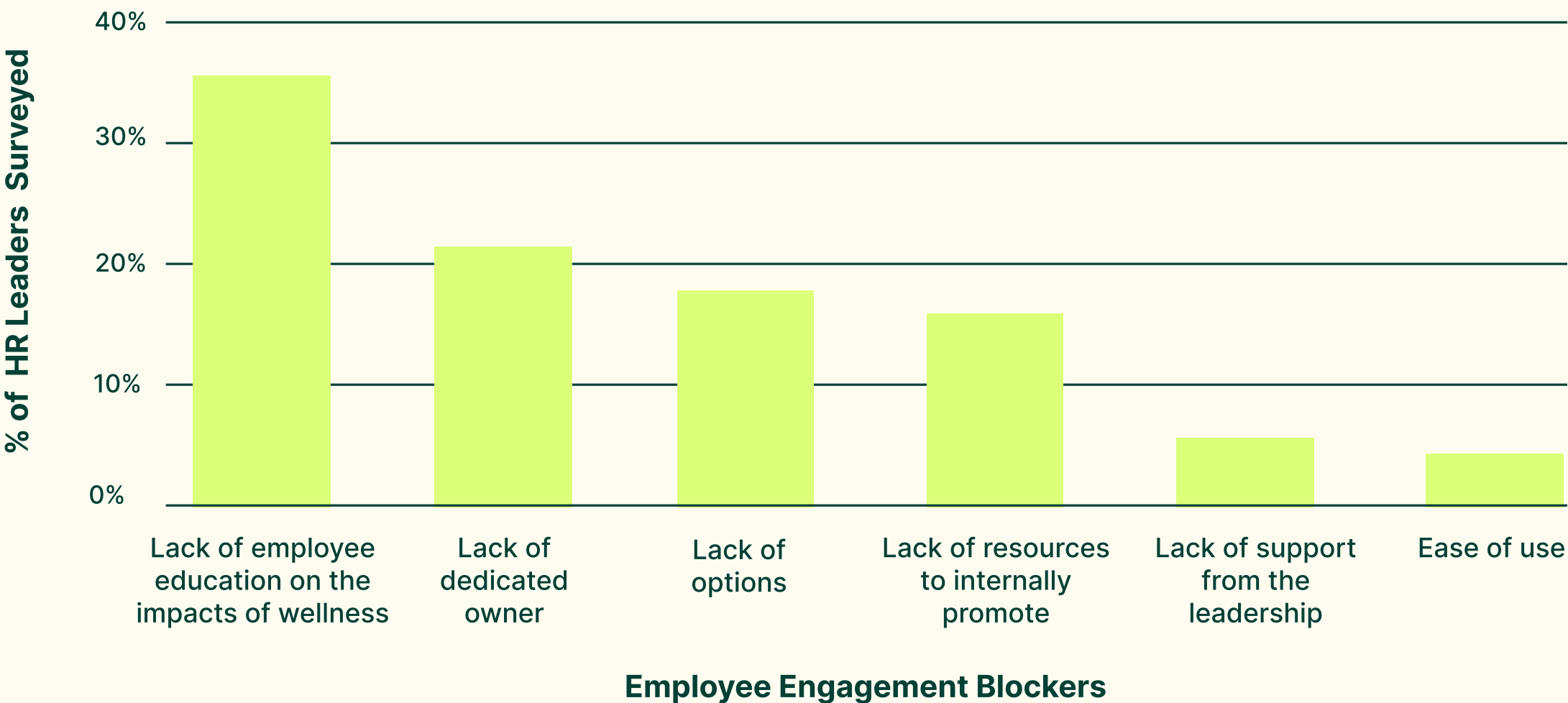
4.3: Employee Engagement Roadblocks

So if wellness programmes benefit both employees' health and companies' bottom lines, why aren't all programmes hitting that 100% participation rate?

Let's dive into the hurdles HR leaders are facing.

More than a third (36%) of HR professionals say the biggest issue is that employees are not aware of how impactful wellness can be for them. This perception directly conflicts with the findings of Wellhub's *State of Work-Life Wellness 2024* survey, which revealed workers are well aware of how beneficial wellness is: Nine out of 10 employees say how they

BLOCKERS THAT REDUCE EMPLOYEE ENGAGEMENT IN WELLNESS PROGRAMMES





feel physically and emotionally impacts their work productivity.²⁵

This disconnect between HR leaders and their workforce indicates a lack of communication about wellness in the workplace. Employees desire wellbeing, but are not making their needs clear to their HR department. Possible explanations for this hesitancy are that many employees think their company does not care, or that being honest about wellbeing will damage their career. Less than a quarter of people say their company supports their wellbeing: only 17% feel that their physical wellness is supported at work, and a mere 18% say their manager supports their mental wellness.²⁶ Especially with mental health, employees avoid speaking about their struggles for fear of harming their

reputation or losing their job.²⁷ Employees are unlikely to engage in conversations about wellbeing with coworkers or managers if they think doing so will damage their professional reputation. This leaves it to HR leaders to break the silence around wellbeing in their workplace. That will take more than education. It requires communication and an honest culture that supports every wellness journey. Only then will employees feel safe to seek company resources and share stories with their coworkers about how those benefits have helped them improve their wellbeing.

The second-most common issue is lack of a dedicated programme owner (mentioned by 21% of respondents). Wellbeing programmes need somebody who is responsible for overseeing them.

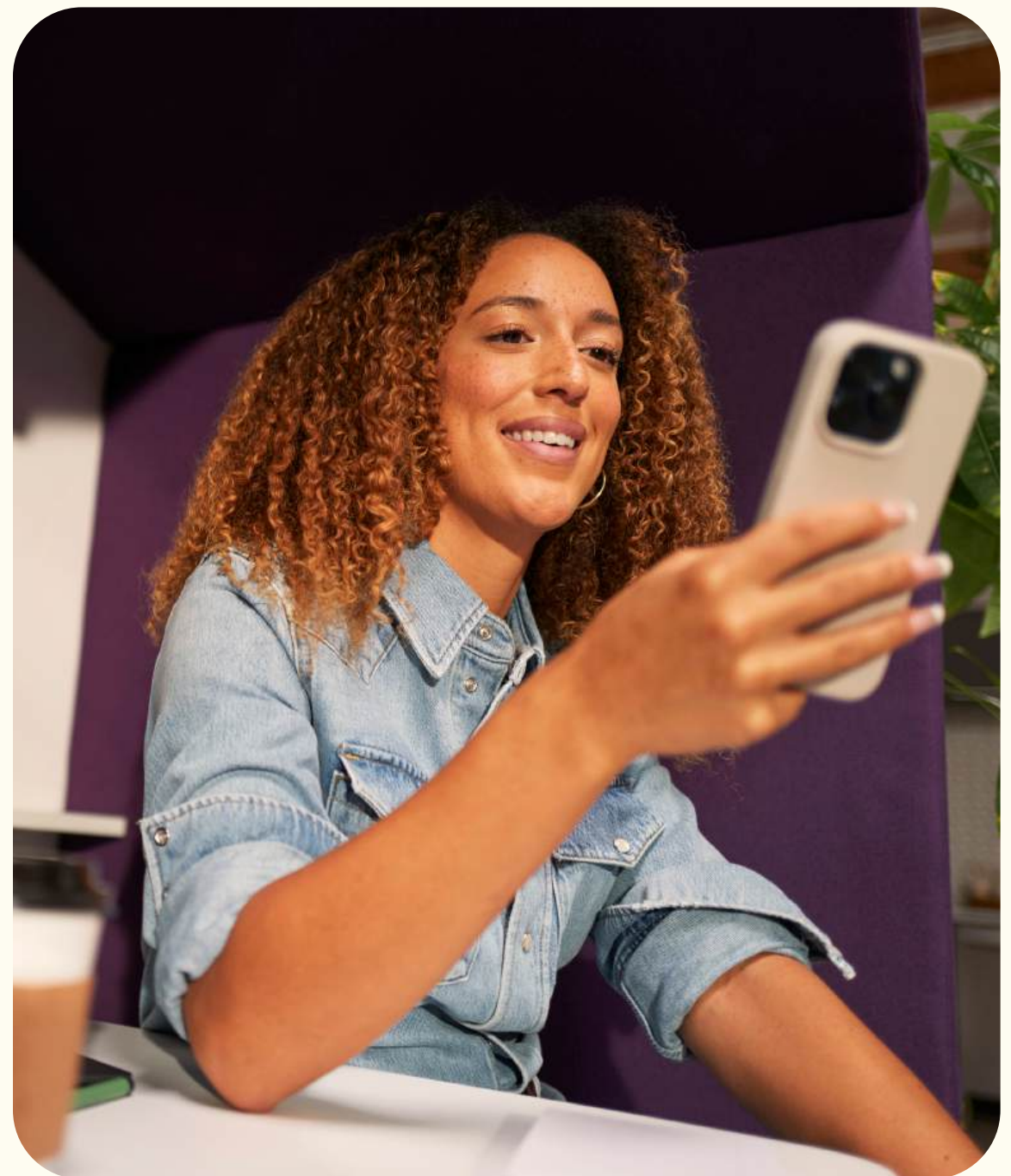
While more than one person can pitch in, the project needs to have somebody at the helm who is accountable for things happening effectively and on time. Without this clarity, nobody feels responsible for its success and the programme becomes too easily deprioritised.

This is shortly followed by a lack of options within the programme (17%). When you lack options, you lack inclusivity. Even in smaller companies, your workforce is diverse, with different interests, abilities, and goals. There is no single wellness journey, so a one-size-fits-all approach will not effectively work.

Finally, 16% of HR leaders feel most hamstrung by a lack of resources to promote the programme. When teams don't have communications budgets, it's difficult to rustle up interest in the perk, or educate employees on why they benefit from the programme in the first place.

These issues are symptomatic of checking a box instead of fully investing in what it takes to launch and sustain an effective wellbeing programme.

Curious about how to overcome these obstacles? Check out Section 6 for a step-by-step playbook on boosting your wellbeing programme's engagement to the max.



4.4: Strategies that Maximise Engagement

HR leaders don't let these complications stop them from drumming up interest in their wellbeing programmes. From offering extra perks to hosting walking competitions, they're getting creative to drive engagement.

Of everything HR leaders have tried, they consider these four engagement strategies the most effective: rewards and incentives, internal communication, competitions, and leadership involvement. Since the power of leading by example was covered in Section 4.2, let's take a deep dive into the power of these three other tactics.

THE MOST EFFECTIVE EMPLOYEE ENGAGEMENT STRATEGIES



REWARDS AND INCENTIVES

Two out of five HR leaders say the best way to boost participation in your programme is by rolling out rewards and incentives. This is an extremely flexible strategy, as you can scale it according to your budget and tailor it to the interests of your team.

An incentive can be anything from a newsletter shout-out to an Apple Watch. Whatever you offer, it's important to make sure the rewards you select are things that will motivate your employees. A premium parking space might be an enticing offer for a workforce that drives to work, but this is unlikely to be effective for an NYC-based workforce that uses the subway. As you craft your incentives

strategy, take the time to consider what will motivate your employees specifically. (At Wellhub, our team loves swag!)

Thanks to insights from behavioural psychology, we know the buzz your employees will receive from these prizes isn't just a quick hit. Rewards are a powerful way to turn actions into habits.²⁸ And, as an added benefit, you may even see improved performance from the employees who receive a reward. Research shows that being surprised by a pleasant experience at work boosts productivity by 12%.²⁹

INTERNAL COMMUNICATION

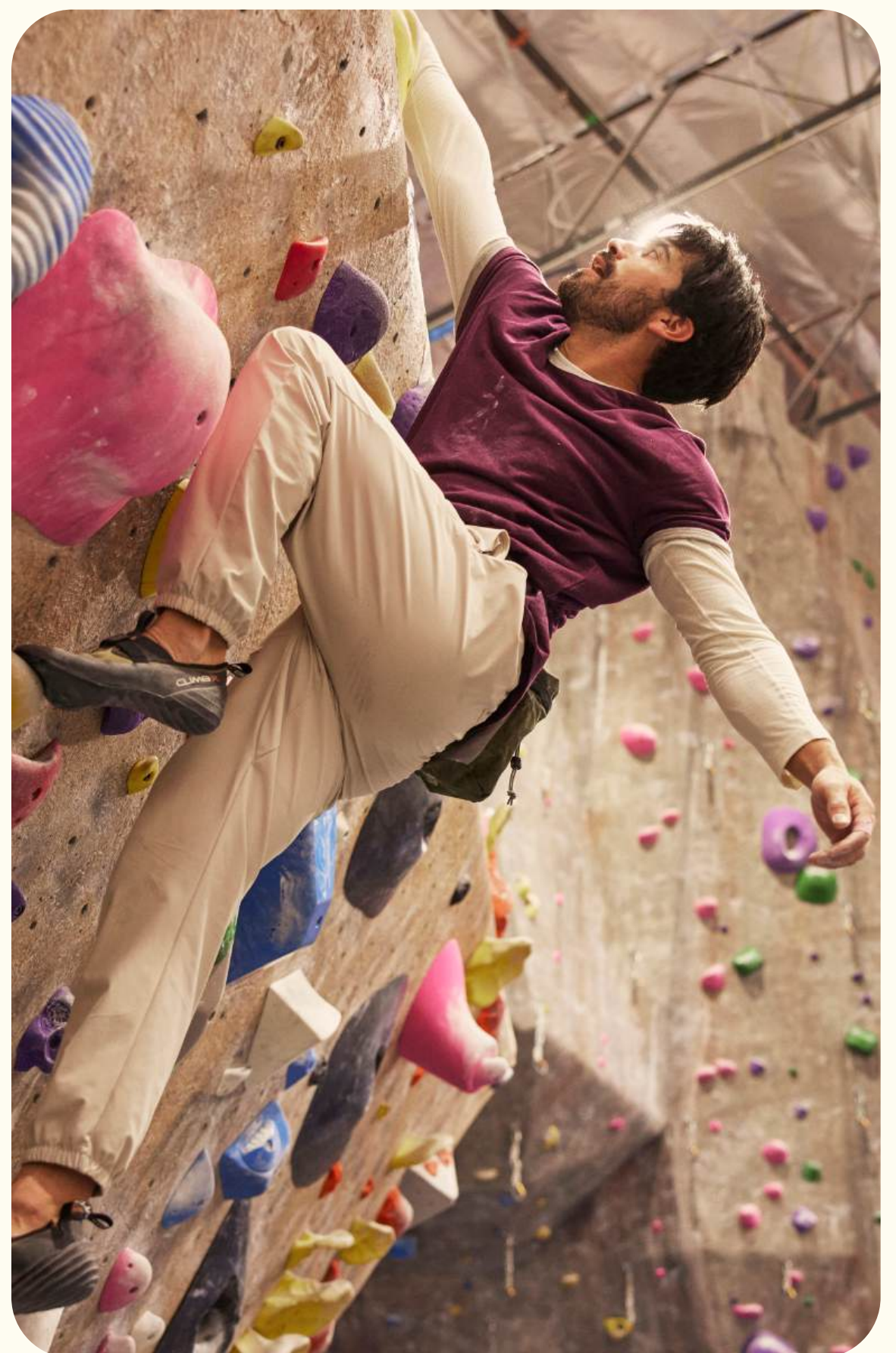
Internal communication (IC) is the go-to strategy to drive engagement for one in five of HR leaders. This likely means email, the most-used platform for 94% of IC teams.³⁰ But it's important to leave no stone unturned when developing a communications strategy for your wellbeing programme. One strategy isn't enough, especially email: 68% of workers ignore emails at work — and 6% say they always ignore HR emails.³¹

To truly share the good word, use every channel you have at your disposal, like Slack messages and town halls. And don't forget about word of mouth! Social proof is also a critical part of increasing engagement in a wellbeing programme. A jaw-dropping 99% of HR leaders say that employee testimonials and success stories are key to ramping up engagement in wellbeing programmes. Nearly half (49%) declare them absolutely crucial, calling them an “extremely important” part of getting employees onboard.

Why do these stories pack such a punch? People trust referrals more than other forms of communication.³² These compelling tales bring the benefits of wellbeing programmes to life. They offer real, relatable glimpses into how diving into these programmes can boost health, enhance work-life wellness, and skyrocket job satisfaction. And when these stories come from a chorus of different voices

across the organisation, they paint a vivid picture of the myriad ways everyone can win.

The magic of social proof lies in our instinct to follow the crowd — to do as we see. Witnessing colleagues reap the rewards of wellbeing initiatives makes these programmes shine in the eyes of employees, marking them as genuinely worthwhile and causing participation rates to soar.

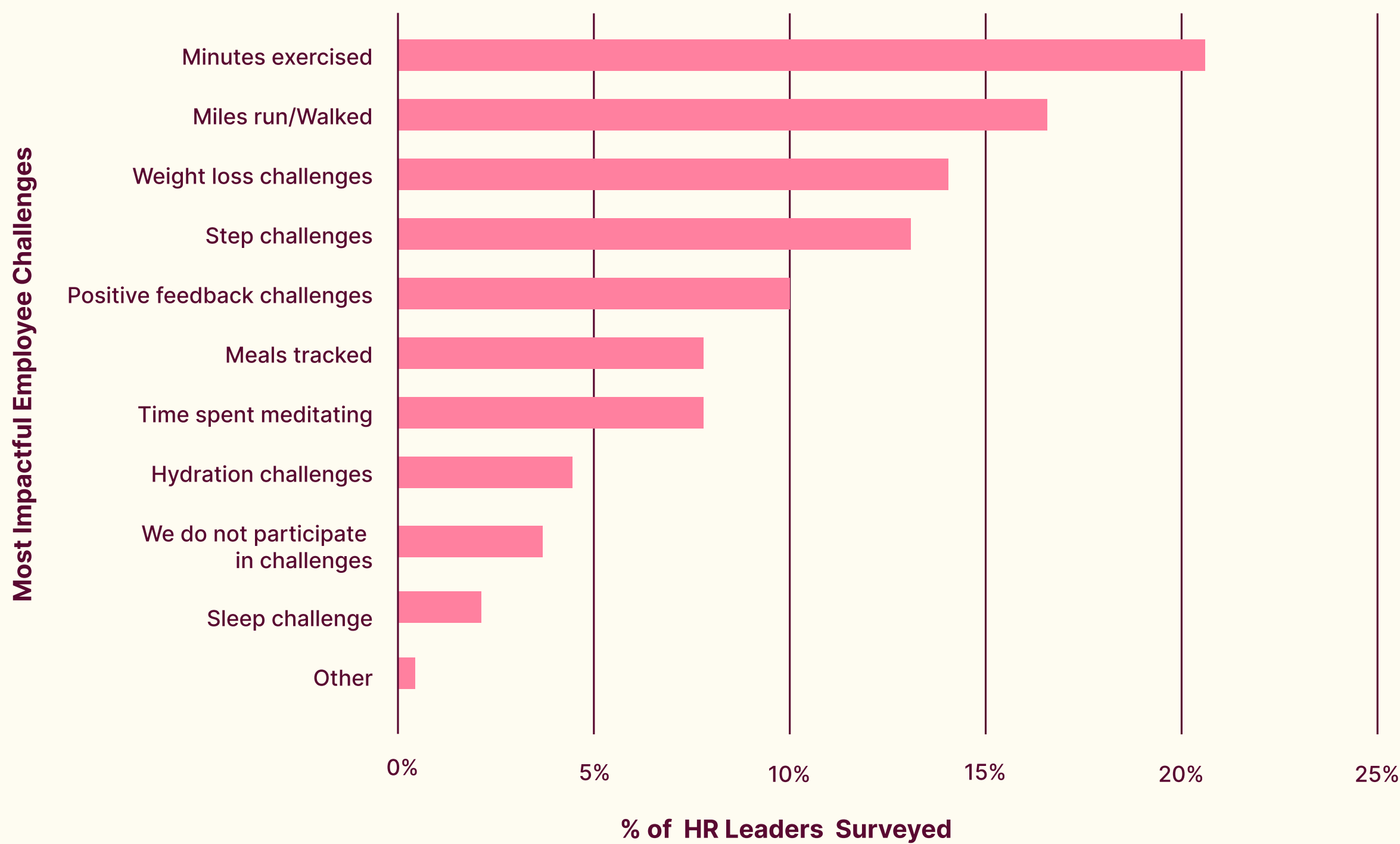


COMPETITIONS AND WELLNESS CHALLENGES

A little fun never hurt anybody — or engagement rates in a wellbeing programme. Challenges are the most powerful way to drive engagement in a programme for one in 10 respondents, but there is near-universal agreement that fun is effective: 97% of HR leaders say leveraging gamification dials up engagement in your wellness programme.

“Minutes Exercised” is the wellness challenge that drives the most engagement, according to 21% of HR leaders. Hot on its heels is the “Minutes Run/Walked” challenge, with 17% of respondents saying it has the highest engagement rates of any wellbeing competition.

WELLNESS CHALLENGES THAT DRIVE THE HIGHEST ENGAGEMENT



Why are the “Minutes Exercised” and “Miles run/walked” challenges a hit? It’s all about [inclusivity](#). This challenge opens its arms to everyone, no matter their fitness level or experience. It’s a wide open invitation, offering something for the walker, the yogi, or the gym enthusiast. It’s this universal welcome mat that makes it a crowd-pleaser, engaging your employees with ease.

Of course, no single wellness challenge is perfectly inclusive. If you have people in your workforce who cannot walk, a “Miles run/walked” challenge won’t be accessible to them. This is why it’s important to tailor your offerings to your workforce, and offer a variety of options so there’s something for everyone. Similarly, it’s important to keep your messaging around competitions

welcoming and positive. Nobody should be made to feel poorly or excluded due to their level of fitness or appearance. The goal is to foster health and community, not shame or exclusion.

And challenges can be a great way to do just that. Adding a dash of competition to wellness not only spices things up but also knits folks together. Aiming for a common goal or battling it out in a friendly competition builds a community spirit where everyone cheers, motivates, and celebrates together. This camaraderie doesn’t just make wellness fun — it weaves it into the fabric of daily work life. And with 99% of workers saying their [work relationships](#) are vital for their overall wellbeing, these social sparks can turn wellness programmes from meh to memorable.³³



5 Wellbeing programme Industry Snapshot

Crafting an effective wellbeing programme requires HR leaders to be at the forefront of both wellness trends and employee expectations.



First, there are wellbeing fads themselves. For example, nobody knew what Pickleball was a few years ago. Now, it's everywhere! At the same time, what employees expect from their organisations are changing rapidly. A paycheck is no longer enough: 93% of workers consider their wellbeing at work to be equally important to their salary, up from 83% in 2022. Knitting together offerings that are on trend and meet expectations is no simple feat. Then there's the somewhat daunting matter of actually running the programme, and tracking its impact.

Here's what a wellbeing programme needs to deliver for employees and HR departments alike, according to the thousands of HR leaders surveyed by Wellhub.

5.1: What HR Leaders Want in a Wellbeing programme

HR leaders aren't looking for any old wellness offering that just checks a box. They are on the hunt for wellness benefits chock full of variety, are easy to manage,

and propel their strategic goals. To be adopted, a programme has to pass this three-way test.

HR PRIORITY #1: SIMPLE MANAGEMENT

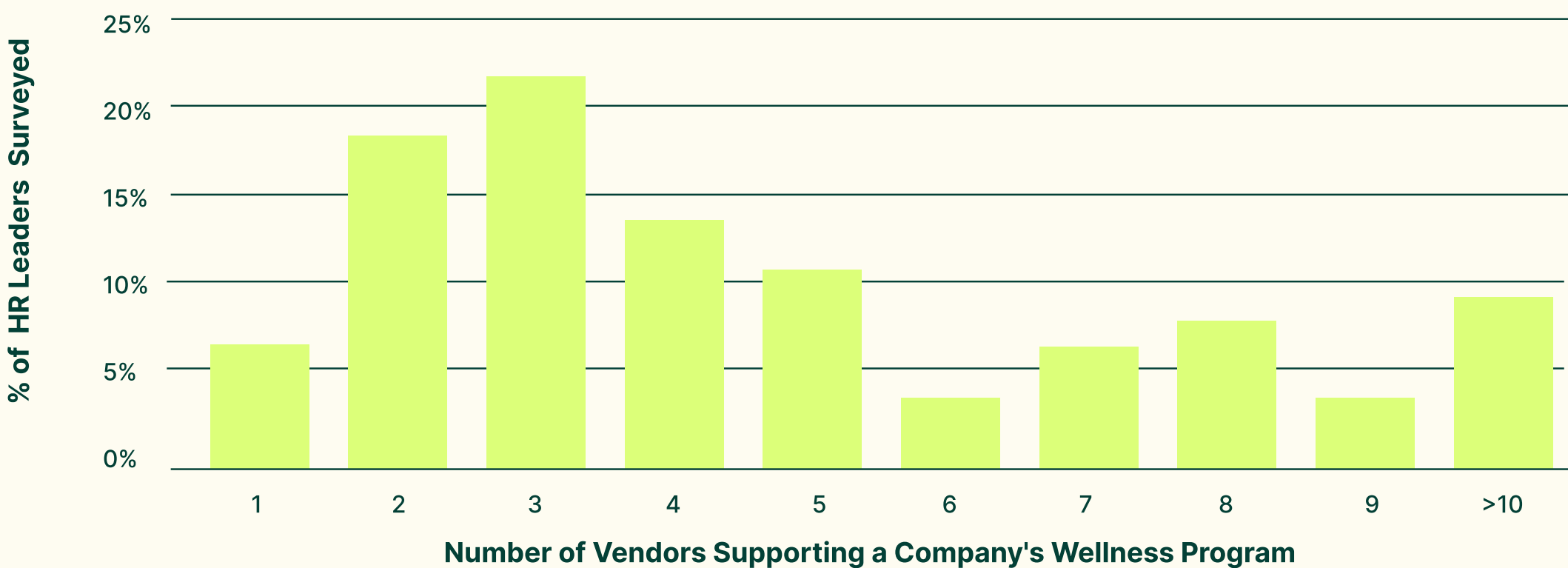
HR departments are multitasking pros, handling everything from hiring to pay analysis to professional growth initiatives. With their plates this full, they have neither the time nor patience to deal with a cumbersome wellness programme that requires relentless oversight and constant manual adjustments.

This quest for simplicity is one of the top priorities for HR leaders on the hunt for the perfect wellbeing programme, yet

snagging that ideal solution can feel like searching for a unicorn.

A staggering 98% of HR leaders prefer to use a single wellbeing [platform](#) that does it all. But, landing such a gem? That's a rare find, with only 6% reporting they've secured a single wellbeing provider. The majority (53%) are piecing together their wellness offerings through two to four vendors, and there's a resilient 8% of HR leaders juggling 10 or more.

THE NUMBER OF VENDORS IN A COMPANY'S WELLBEING PROGRAMME



To navigate this vendor maze, the vast majority lean on professional guidance: Four out of five HR pros are teaming up with benefits brokers to discover their wellness providers. Without professional guidance, HR leaders may be tempted to subscribe to a multitude of niche wellness programmes so they can meet the many needs of their diverse workforce. If this isn't done with intention, programmes can easily overlap, causing confusion among employees that limits the programme's ROI. As subject matter experts, brokers can help put together a comprehensive and efficient programme.

The way employees use a wellness programme shapes how it's run. Over half of HR leaders (53%) tweak their wellness offerings every quarter based on how engaged employees are, and a proactive 34% make monthly adjustments. A mere 1% never revise their approach based on engagement levels.

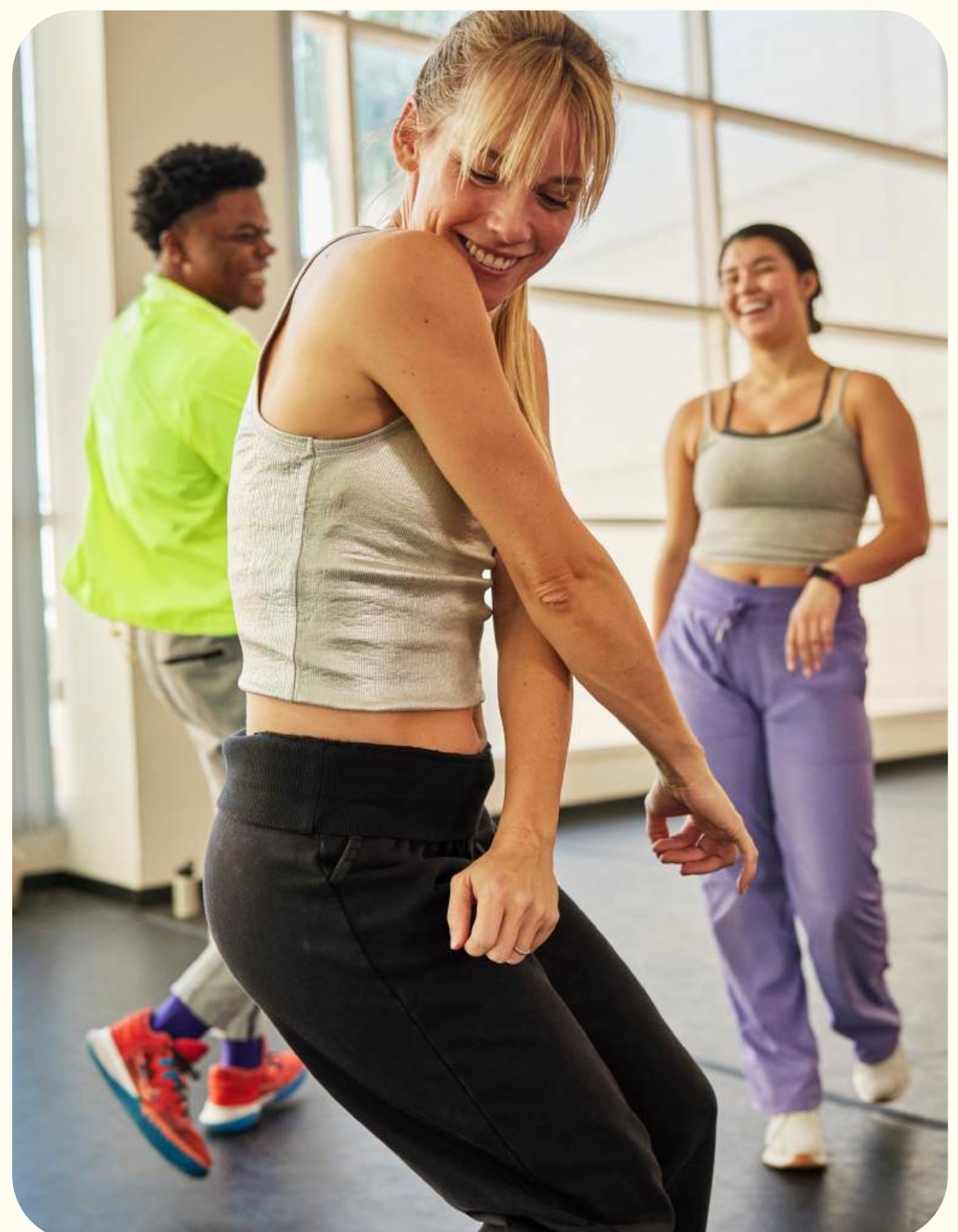
This need for nimble adjustments underlines why it's savvy to streamline vendors. Working with a holistic provider is less hassle when it's time to pivot, making the HR team's life easier.

HR PRIORITY #2: VARIETY OF ACTIVITIES

As the global workforce becomes more diverse, it is also becoming more dispersed thanks to the rise of remote and hybrid work.

This shift has transformed what HR leaders seek in a wellbeing programme. Cookie-cutter perks of yesteryears, like an onsite gym and ping-pong tables, are a thing of the past. A vending machine does nothing for a remote worker — or the health of your office staff if it's only stuffed with (most likely) processed snacks.

Now, it's all about choices. Nearly all (98%) of the HR leaders we surveyed indicated that their wellbeing programme needs to dish out a smorgasbord of options to cater to everyone's tastes and needs.



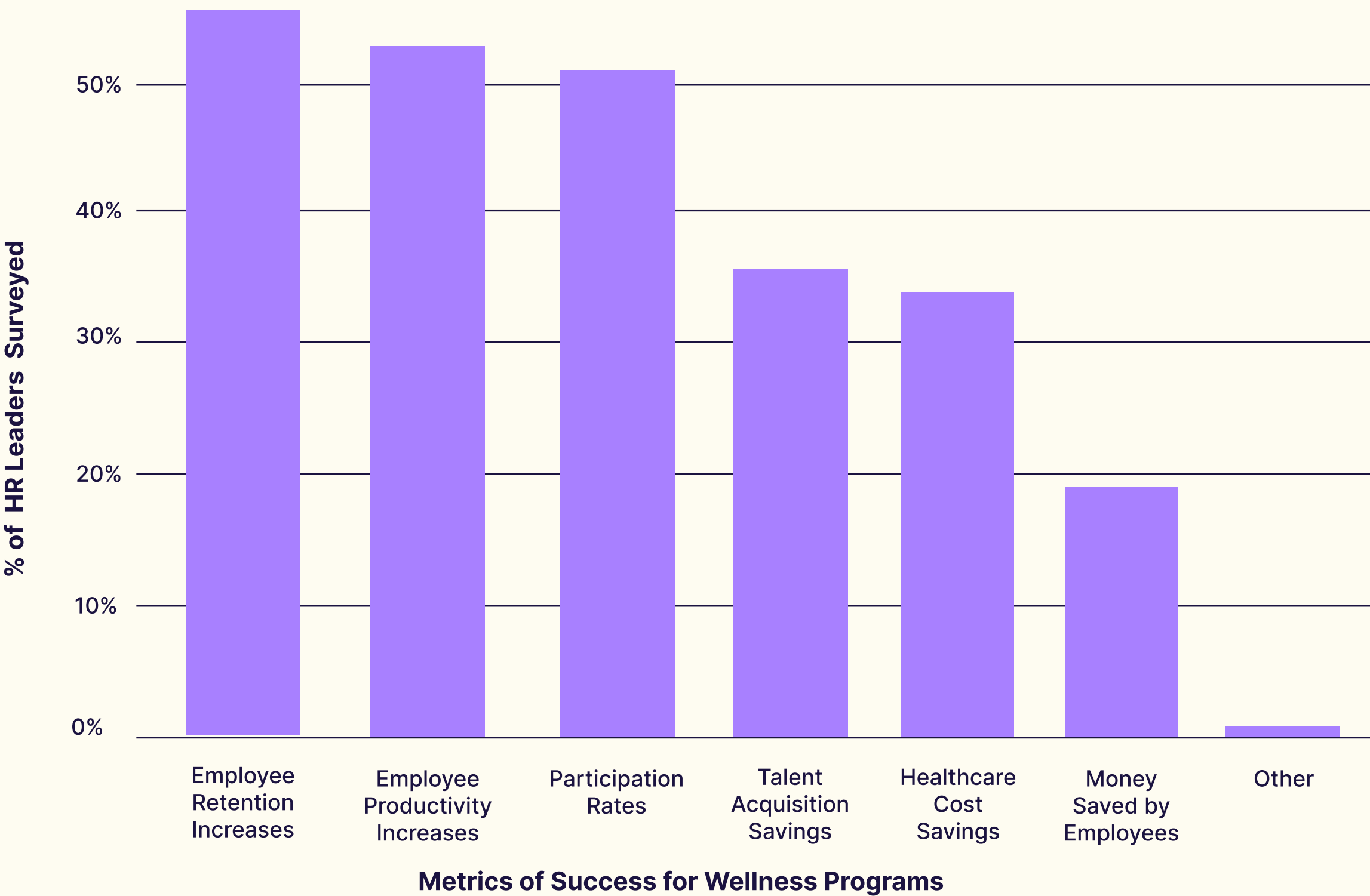
HR PRIORITY #3: DRIVE STRATEGIC HR GOALS

Providing workforce wellness is about more than helping employees feel good. [Human resource professionals](#) are looking for a programme that drives bottom-line results.

The big targets? Better retention is the top marker of success, with 57% of HR leaders using it to gauge their programme’s

impact. Other key performance indicators include the boost in productivity (utilised by 55% of respondents) and participation rates in the programme (a key metric for 52% of HR leaders). This highlights the shift that the HR department is currently going through, from employee administrators to profit centre directors.

HOW HR LEADERS JUDGE THE SUCCESS OF WELLBEING PROGRAMMES



5.2: What Employees Want in a Wellbeing programme

In October of 2023, we launched [*The State of Work-Life Wellness 2024*](#), a research study that analysed the wellbeing of employees from nine different countries.

Out of the eight wellbeing dimensions (physical, emotional, social, financial,

occupational, intellectual, spiritual, and environmental), employees said they put the most weight on the following three: Emotional, physical, and financial wellness.³⁴ Here's exactly how HR leaders are going about meeting these needs.



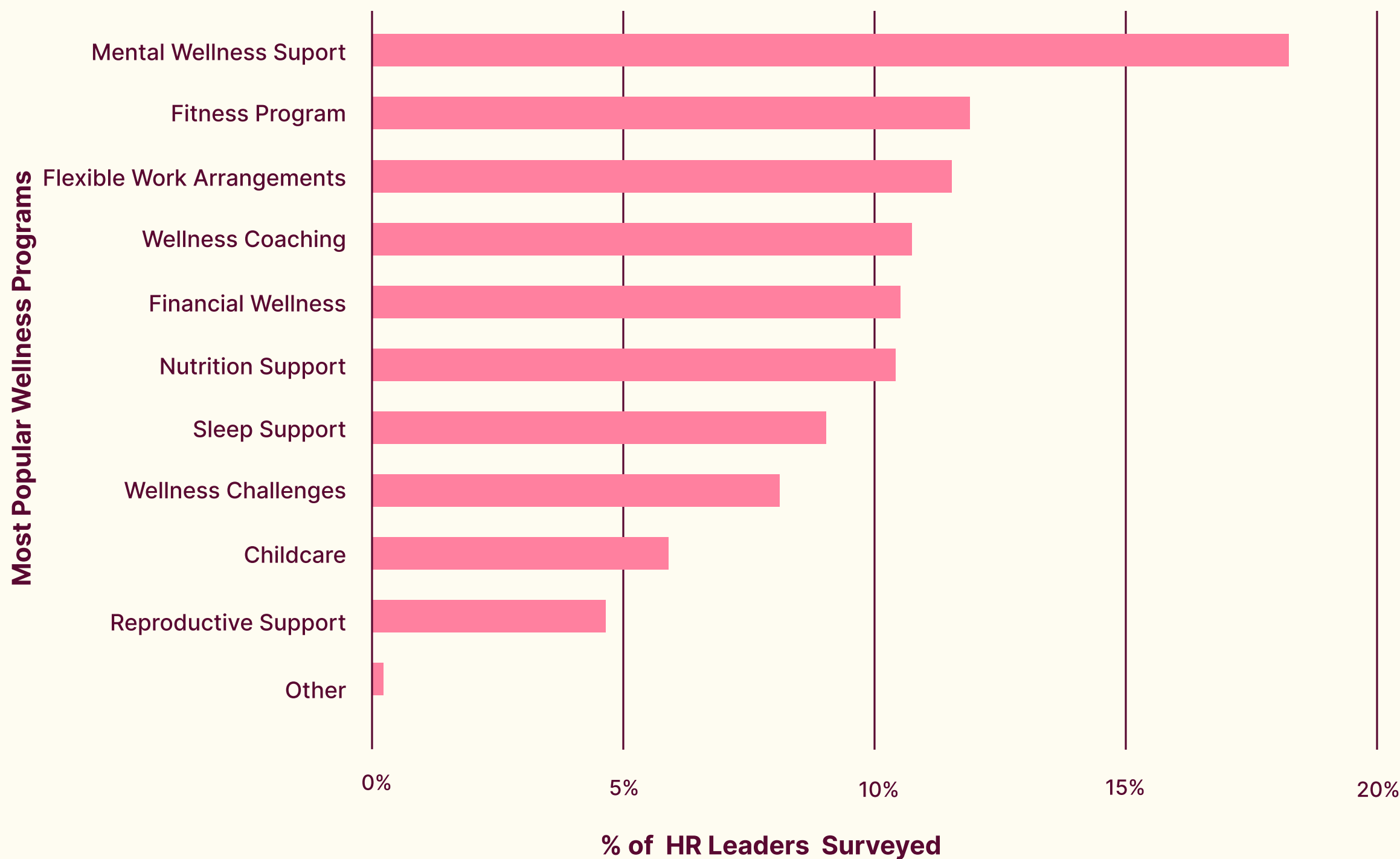
EMPLOYEE PRIORITY #1: EMOTIONAL WELLNESS

In Wellhub's *State of Work-Life Wellness 2024*, more than a third of workers (37%) cited emotional wellness as the most critical aspect of their wellness.³⁵

HR leaders have a pulse on what their employees need. When asked which benefit their employees would most

value, "mental wellness support" was the clear winner with 18% of all votes. And this trend is shaping budgets: 91% of companies with a mental wellness programme intend to invest more into their mental health initiatives in 2024 than they did in 2023.³⁶

THE WELLNESS PROGRAMMES EMPLOYEES MOST APPRECIATE

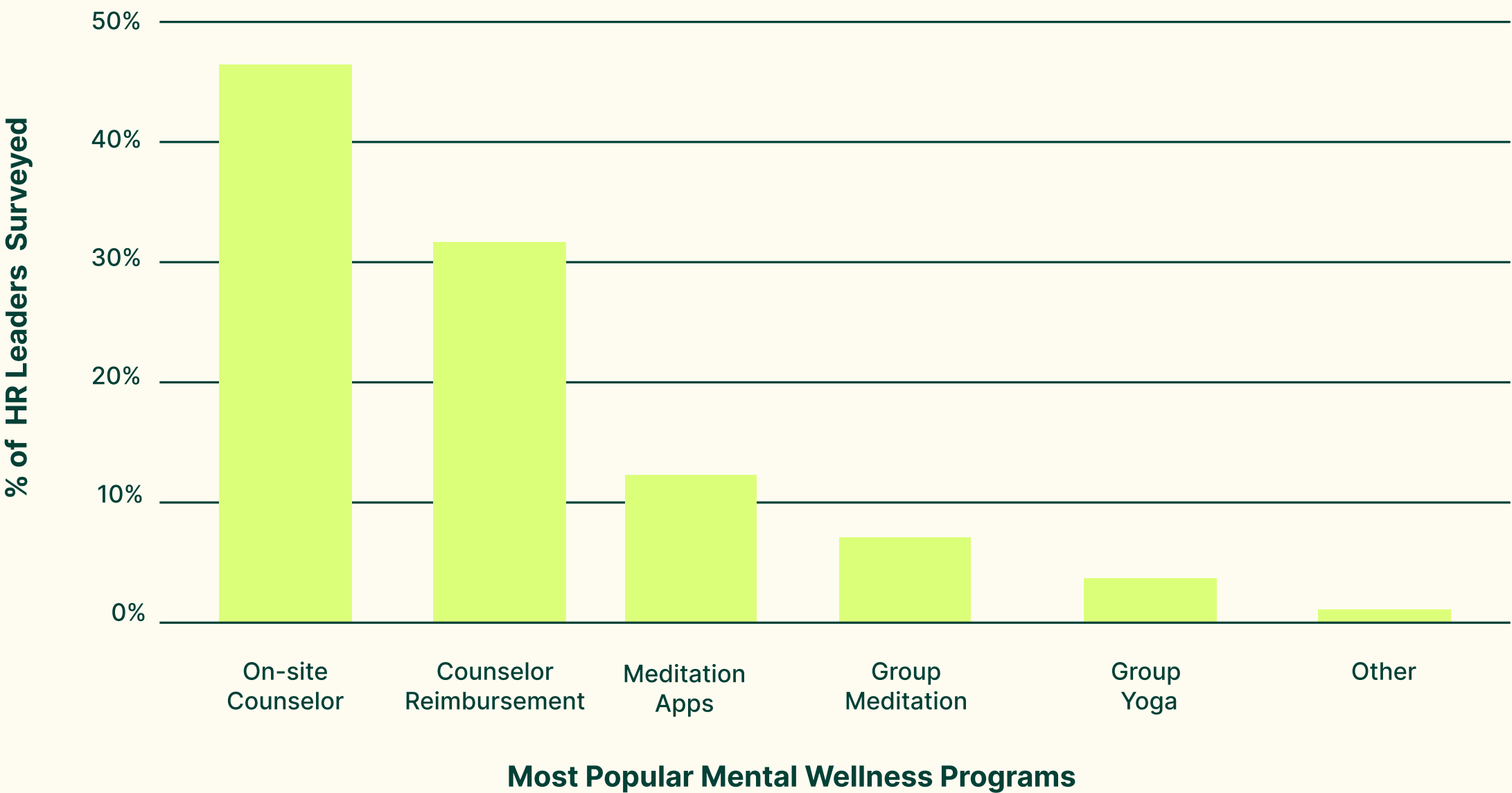


This growing focus on mental wellbeing spells good news for employers. A staggering 95% of workers say their emotional state plays a big part in their productivity, and many are on the lookout for resources to improve their mental wellbeing.³⁷

HR leaders have many tools in their toolbox when supporting their employee’s mental wellbeing. For example, 46% of HR leaders said onsite counsellors and therapists were the most popular with

employees. Also popular are supports that employees can use on their own time, no matter their working location: Reimbursement for counsellor or therapist services is the second most likely to be utilised, with 31% HR pros saying it’s their most popular offering. And rounding out the top three were meditation apps, which were ranked as the top mental wellness offering for 12% of respondents.

THE EMOTIONAL WELLNESS SUPPORT EMPLOYEES MOST APPRECIATE

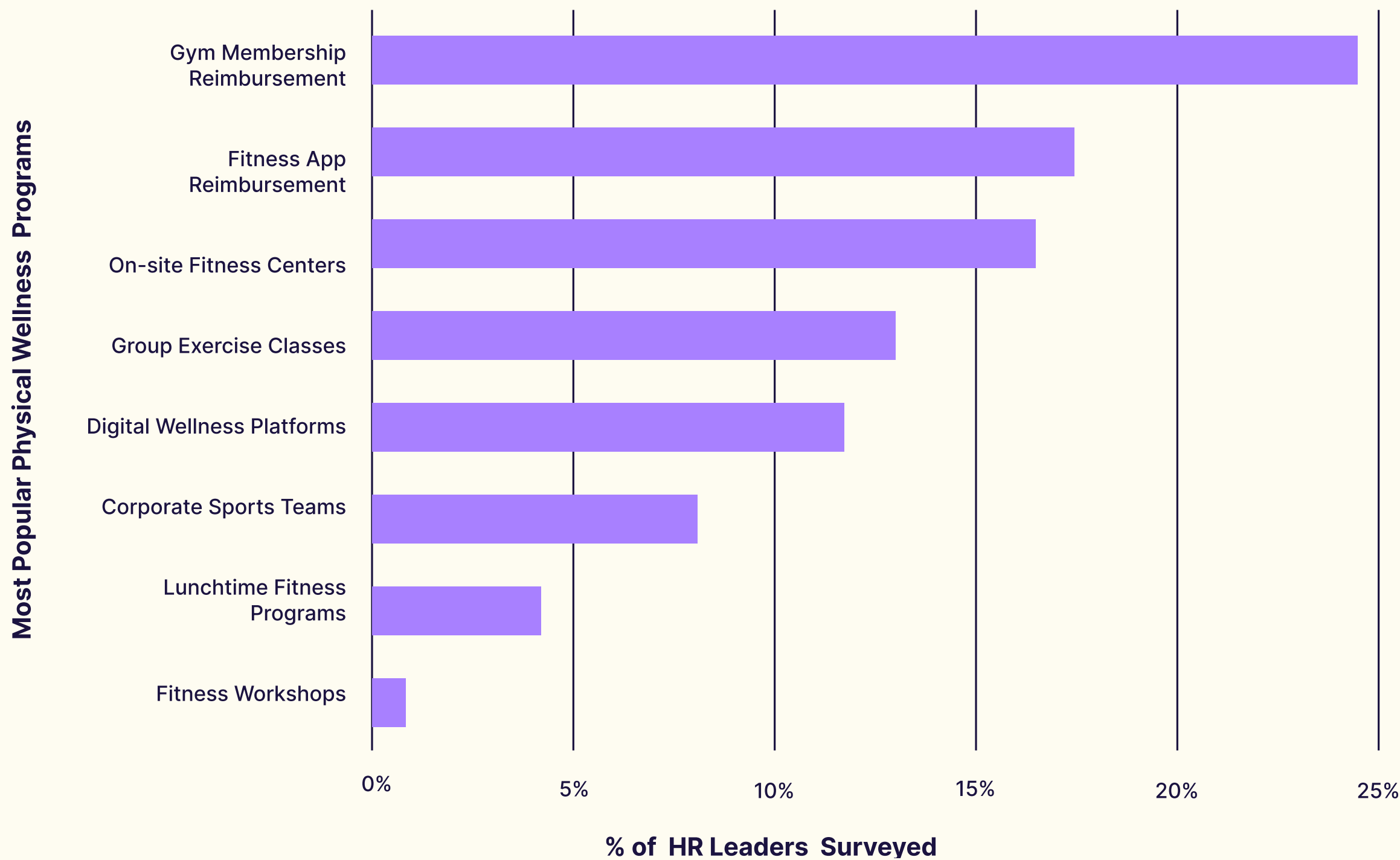


EMPLOYEE PRIORITY #2: PHYSICAL WELLNESS

Physical wellness takes the silver medal in the wellness world, according to employees surveyed in Wellhub’s *State of Work-Life Wellness 2024* report — about a quarter said it was the most important dimension of wellbeing, compared to the third of employees who voted for emotional wellness. It’s a big deal, with 93% of workers linking their physical condition directly to their [job performance](#). This focus on physical health is a win-win for employees and employers alike.³⁸

The most common activity perks are wellness platforms, included in 57% of physical wellness programmes. Gym membership reimbursements are also a go-to, included in over half (51%) of physical wellness programmes. These are closely followed by group exercise classes (50%), fitness app reimbursements (45%), and onsite fitness centres (45%).

THE MOST COMMON PHYSICAL WELLNESS PROGRAMMES



When HR leaders are asked to single out which programmes are most popular with employees, one message comes through loud and clear: flexibility reigns supreme in fitness perks. Gym membership reimbursements are the most used, according to about a quarter (24%) of HR leaders. Fitness app reimbursements are shortly behind, a crowd favourite for 18% of respondents.

This reflects the increasing demand for physical fitness benefits that employees can access when and where it is convenient for them, and are easily

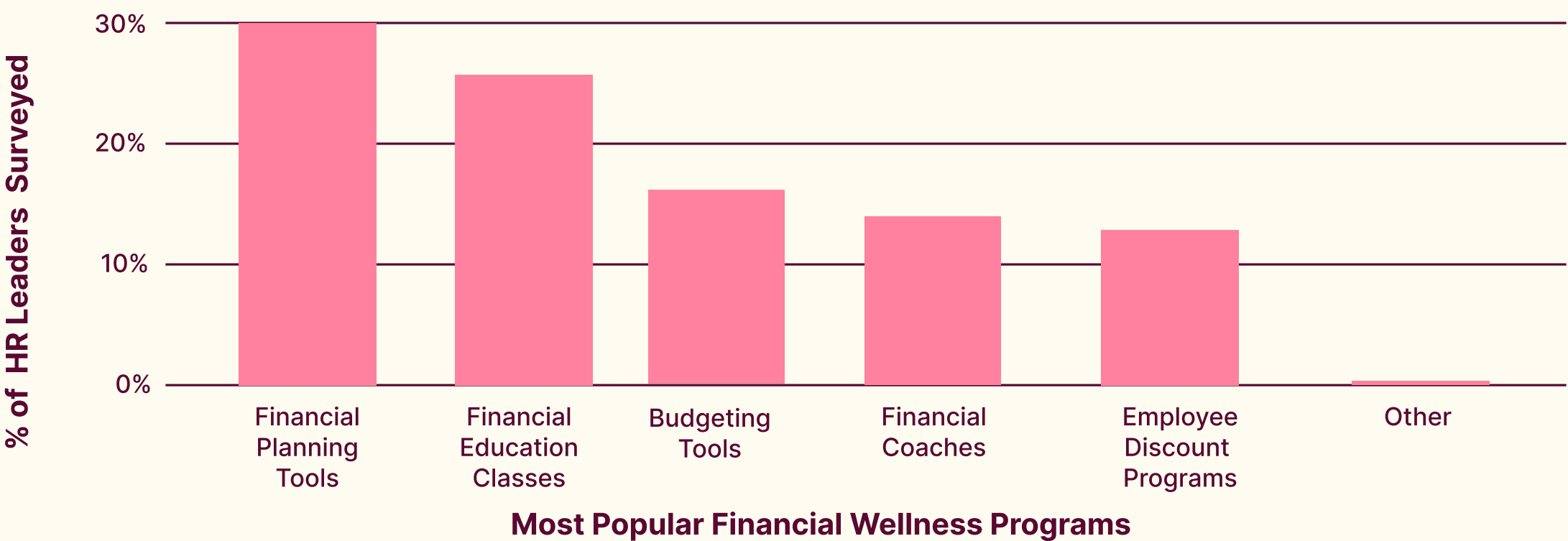
accessed by remote and onsite employees alike. However, a single benefit is not enough to guarantee satisfaction, no matter how popular it is. Remember: 98% of HR leaders say they need a wellness programme with variety. Offering a buffet of options drives higher engagement and ROI, so don't laser in on a single offering — look to provide a mix to maximise the impact of your physical wellness programme.

EMPLOYEE PRIORITY #3: FINANCIAL WELLNESS

Financial wellness was the third-most important dimension of wellbeing for the workers that participated in Wellhub’s *State of Work-Life Wellness 2024* report. It remains an elusive dream for many, with a staggering 66% of full-timers saying money worries are distracting them on the job.³⁹ With inflation growing at 19% in just four years — and groceries rising 25% in that same time — it’s no wonder workers are worried about their pocketbooks.⁴⁰

Employees with access to financial wellbeing tools use them to stretch their dollars. Financial planning tools are the most popular within the financial wellness category, according to 30% of HR leaders. These let workers chart a course to fiscal wellness. Financial education classes are the second-most popular (26%), indicating employees are looking to learn new ways they can improve their financial health.

THE FINANCIAL WELLBEING PROGRAMMES MOST POPULAR WITH EMPLOYEES



Companies appear out-of-step with this top priority. Only about half of wellness programmes (52%) include financial wellness tools and education. And most companies (57%) say they’re going to spend the same amount on financial wellness programmes this year as they did last

year, despite inflation. Employees are incredibly keen on financial wellness, yet investment in these programmes isn’t keeping up. Meeting existing employee enthusiasm with support is a golden opportunity to drive engagement in a wellbeing programme. And holistic wellbeing programmes like Wellhub are optimised to do just that!

5.3: Employee Wellness Trends

Throughout 2023, employees using Wellhub checked in 150 million times. That's approximately 9 billion minutes of exercise!*

Given that Wellhub has over 50,000 wellness partners in 11 different countries, all of this data gives us great insight into what tools are most popular with the users of wellbeing programmes.

"I'm already seeing a move on businesses completely changing how they celebrate and build a bond between employees," Wellhub's CEO, Cesar Carvalho, told HR Brew after gathering his team for a boxing class after a stressful week.

A few trends are clear:⁴¹

- **Employees are prioritising their mental wellness.** Emotional health app usage increased 74% year over year.
- **Developing new habits is a popular goal.** Usage of habit-tracking apps jumped 111% in one year alone.
- **The pickleball craze continues.** Destinations offering pickleball saw a 214% increase in visits. (Maybe it's time for you to start a company league!)
- **Personalised wellness is on the rise.** Use of wellness accountability partners like virtual trainers and wellbeing coaches jumped 44%.
- **Wellness hours** are also a trending replacement for traditional staff happy hours as people look to de-emphasise alcohol at work events.⁴²



"You sweat together, spend time together... then you go have a healthy dinner, and suddenly everyone has a ton of energy."

Wellhub's CEO, Cesar Carvalho

*Since the average wellbeing activity on Wellhub is for 60 minutes, this figure was calculated by multiplying annual check-ins by 60.

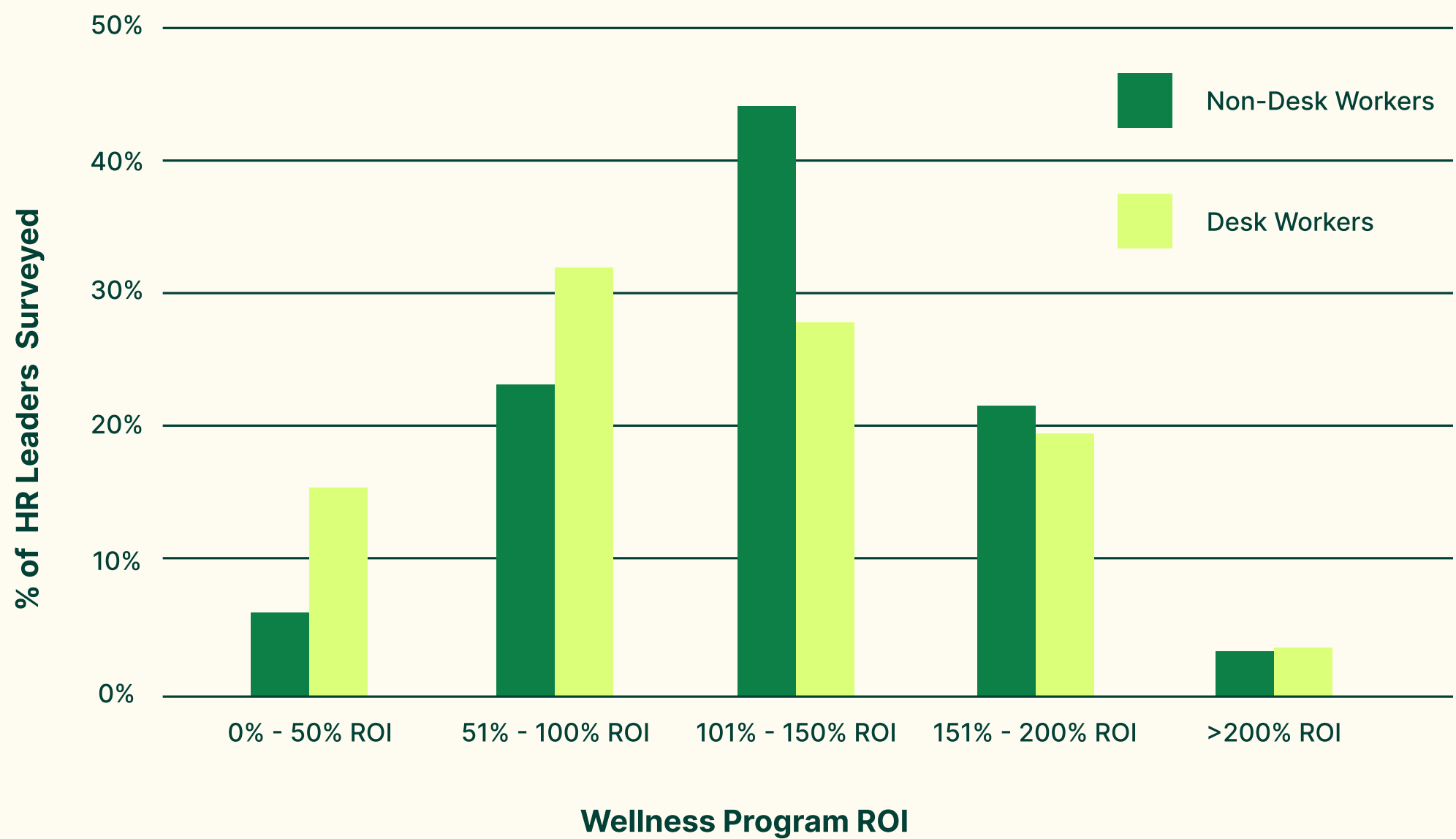
5.4: Wellness Returns Across Industries

Forget the myth that wellness programmes are exclusive to certain fields. The truth is, whether you're tied to a desk or on the move, wellbeing perks are a hit across the board, proving even more lucrative in fields bustling with non-desk activities.

The proof's in the pudding: nine out of 10 companies, regardless of their industry,

are seeing their wellness investments pay off big time. Desk-bound* sectors are enjoying a healthy 107% ROI, but the non-desk** industries are outdoing them with an impressive 121% ROI.*** This negates the stereotype that desk workers are more into wellness than their on-the-go counterparts.

THE RETURN ON INVESTMENT OF WELLBEING PROGRAMMES IN DIFFERENT INDUSTRIES



*Industries categorised as desk jobs: Advertising & Marketing, Aerospace, Computer & Technology, Education, Energy, Entertainment, Fashion, Finance & Economics, Healthcare, Hospitality, Media & News, Pharmaceutical, Telecommunication
**Industries categorised as non-desk jobs: Agriculture, Construction, Food & Beverage, Manufacturing, Mining, Transportation
*** These calculations assume the organisations reporting an ROI above 200% have an average ROI of 201%.

ENGAGEMENT RATES

When workers in non-desk and desk industries alike get a taste of wellness benefits, they jump on them at nearly the same rate.

70% of desk workers engage in their wellness programme, while their non-desk counterparts are nearby at **66%**.

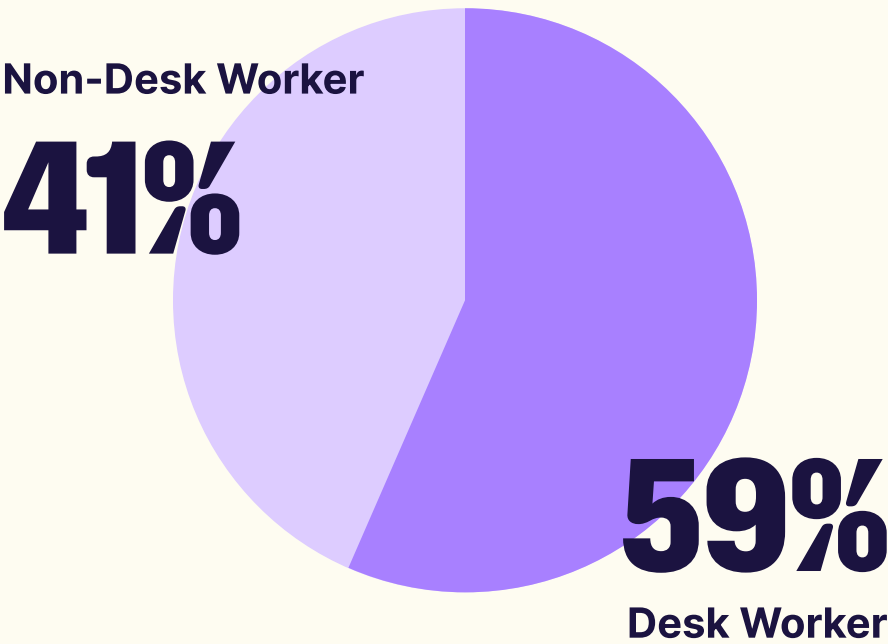
C-suite leaders across the board are largely in sync with their workforce. On average,

68% of top execs in desk-centric industries and **65%** in non-desk fields are using their wellness programme.

You can see this in how people use Wellhub too. Across the 150 million check-ins at our wellness partners last year,

employees accessed wellbeing activities at similar rates regardless of working in desk or non-desk industries.

BREAKDOWN OF WELLHUB CHECK-INS BY USER INDUSTRY⁴³



TALENT MANAGEMENT

No matter the industry, talent is benefiting from wellbeing in similar ways. Three out of four HR leaders in desk and non-desk industries alike see sick day use drop by two or more days, on average.

Wellbeing programmes also contribute to significant decreases in healthcare spending for about two in five companies in both industries in both desk and non-desk industries.

Plus, these programmes are doing wonders for how employees view their company. They significantly increase satisfaction and help pull in new talent for about two out of five organisations in both sectors.

Many companies are overlooking the wellbeing needs of non-desk workers, a golden opportunity slipping through their fingers. Consider this: over 90%

of big businesses have frontline workers — like nurses or cashiers — on their payroll, but only a slim 8% are putting real effort into enhancing these employees' experiences.⁴⁴ This oversight contributes to jaw-dropping turnover rates of up to 500% annually, not to mention sky-high disengagement levels among those who stick around.⁴⁵

Such staggering stats are likely a large part of why supporting the wellness of non-desk workers have even higher returns than wellbeing programmes for their desk-happy counterparts — there's a greater opportunity for improvement.

The bottom line? Every industry wins with wellness.



6 How Wellbeing Programs Solve Business Problems

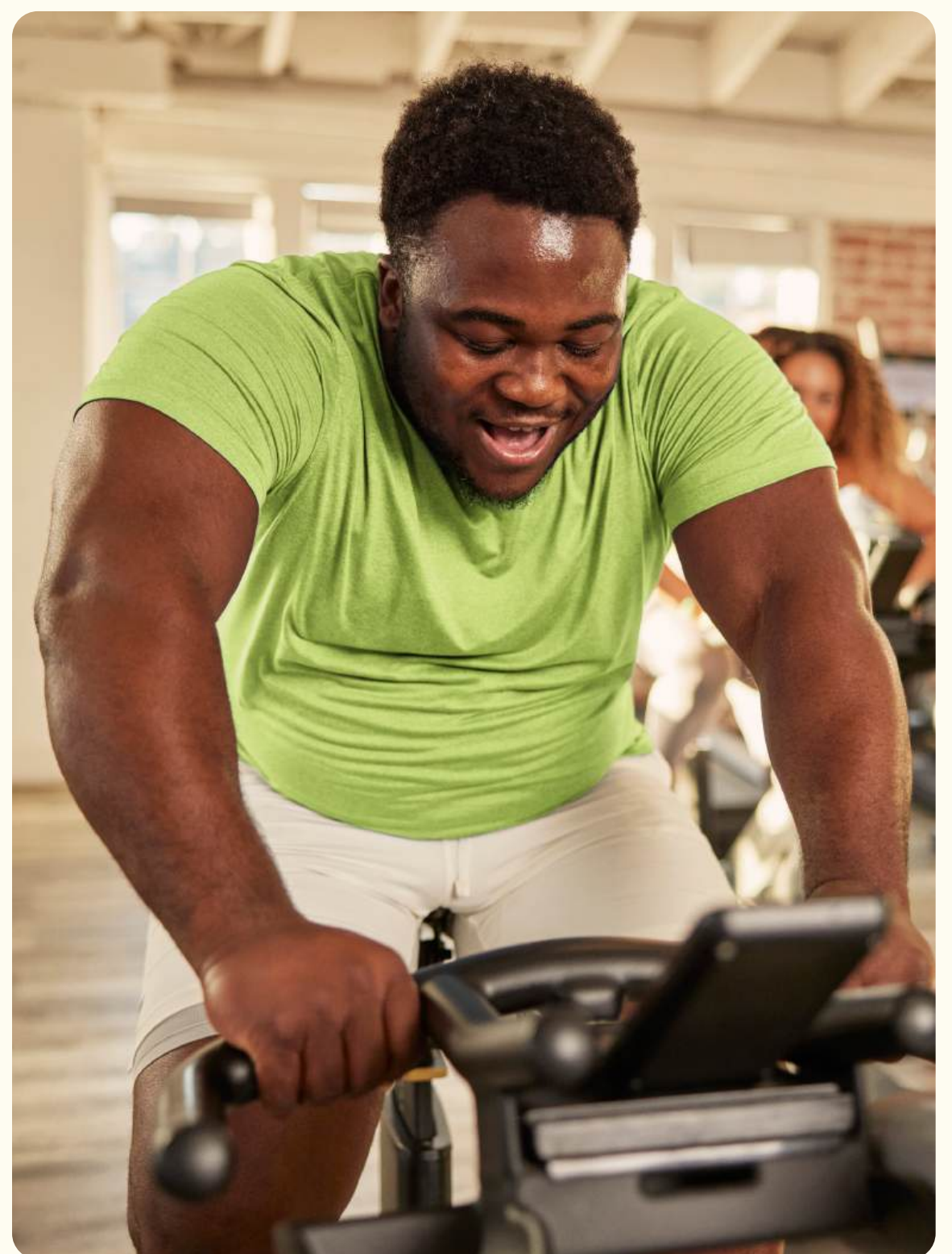
Imagine an office buzzing with energy, where everyone is more than just getting by — they're thriving.

This isn't some fantasy.
It's entirely possible with a well-run wellbeing programme.

This guide is your roadmap to that reality.
It will help you navigate the complexities of selecting, launching, and invigorating a wellbeing programme.

We'll walk you through the essentials — how to garner support from leadership, communication plans that will spark excitement, and ways to report on the programme's business contributions.

Excited to get started on this wellness journey? Let's dive right in!



PHASE 1: SET UP YOUR PROGRAMME FOR SUCCESS

Step 1: Getting Leadership Buy-In

Executive support is foundational to any successful employee wellbeing programme. Their commitment not only secures the necessary funds, their buy-in also helps increase engagement from your employee base. Two crucial aspects of fostering leadership buy-in are:

- **Presenting the Benefits:** When making your case for the investment, outline the many bottom-line advantages of employee wellbeing. You can pull examples from Section 3.2 of this report, “How Wellbeing programmes Address Pressing Business Problems,” which include lowering healthcare costs and reducing turnover. Highlighting the direct correlation between a robust wellbeing programme and company performance can go a long way in getting the top brass excited about this strategy.
- **Quantifying the Return:** You can use the Company Wellbeing ROI formula to showcase the programme’s anticipated return:

$$\begin{aligned}
 \text{ROI} &= \text{Productivity Increases} \\
 &+ \text{Talent Management Savings} \\
 &+ \text{Healthcare Savings} \\
 &- \text{Wellness programme Cost}
 \end{aligned}$$

This helps make a compelling case for the financial viability of the programme. You can learn more about how to gather the metrics required to populate this formula in our blog, [“How to Convince Your CEO and CFO to Invest in a Wellness programme.”](#) This piece is rich with insights on framing your proposal in a way that highlights both the financial and cultural gains of such an investment.

Step 2: Identify the programme Owner

For any employee wellbeing programme to thrive, it must have a dedicated steward at its helm. Without a clear leader, the programme risks becoming another item on an already overflowing list of tasks, diluting its effectiveness and diminishing its impact. Here's how to navigate the selection of your programme's guardian:

- **Define the Role:** Begin by determining the scope of responsibility for managing the wellbeing programme. Consider the scale and complexity of your initiative to decide whether this calls for a full-time position or if it could be integrated into a part-time role. Reflect on the nature of the programme and its objectives to gauge the level of commitment required.

- **Position Placement:** Think critically about where this role fits within the existing organisational structure. Will the programme leader work independently, or will they function as part of a larger team? Assess whether an existing team member has the capacity and skills to take on this responsibility or if the unique demands of the programme necessitate recruiting a new specialist.
- **Tailor to Your Needs:** Recognise that there is no one-size-fits-all solution. The right approach depends on your company's size, culture, and specific wellness goals. Smaller organisations might find success in adding these responsibilities to an enthusiastic existing employee's portfolio, while larger companies may require a dedicated role to manage the programme's breadth and depth effectively.
- **Assess and Adapt:** As your programme evolves, so too may the needs of its leadership. Be prepared to reassess the role periodically to ensure it continues to meet the demands of the programme and align with the company's evolving wellness objectives.

Step 3: Set Your Objectives and Success

Launching into an employee wellbeing programme without a clear vision for success is akin to setting sail without a compass. Defining your objectives and establishing metrics for success is not just about goal-setting; it's about creating a roadmap that guides every decision and strategy within your programme. Here's how to anchor your programme with purpose and precision:

- **Set Clear Objectives Tied to Company Performance:** No wellbeing programme operates in isolation. It is a part of the company's overall operations. Ask yourself what organisational goal do you want to advance with this investment. Are you aiming to boost overall employee satisfaction, decrease health-related absences, or perhaps enhance productivity through improved mental health? Your objectives should reflect the unique needs and aspirations of your workforce, embodying a holistic approach to wellbeing.
- **Develop Measurable Goals:** Once your objectives are laid out, it's time to translate them into concrete, measurable goals. A helpful tactic to hold yourself accountable to your vision is to set SMART goals, meaning they are Specific, Measurable, Achievable, Relevant and Time-bound. Your SMART goals can be targets for participation rates, quantifying expected improvements in employee satisfaction scores, or benchmarks for reduced healthcare claims.

Step 4: Select the Right Wellbeing Platform

Armed with a clear set of goals, it's now time to select the perfect wellbeing platform for your employees. It's essential to choose a solution that not only aligns with your company's specific objectives but also embraces the diversity of your workforce's needs and preferences. If you don't get this step right, your engagement will suffer. Here's what to look for in a platform that will truly resonate with everyone:

- **Inclusivity at Its Core:** Opt for a platform that welcomes every employee, regardless of their fitness level or physical capabilities. Whether someone is training for their next marathon or taking their first steps into a more active lifestyle, the platform should offer a variety of options that cater to all. This inclusivity extends beyond physical fitness, encompassing mental and emotional wellness offerings as well, ensuring a holistic approach to health.
- **Customisation is Key:** Appreciate the diversity in wellbeing needs. A top-tier platform provides a smorgasbord of choices to suit varied interests — from high-intensity interval training (HIIT) and yoga to meditation and mindfulness sessions. The ability for users to tailor their wellness journey according to their personal goals

and interests is crucial for sustained engagement and satisfaction.

- **Accessibility for All:** In today's hybrid work environment, it's vital that your wellbeing platform is accessible to every employee, regardless of their location. Remote and office-based employees alike should find equal value and opportunity in the program. This means choosing a platform that includes digital offerings so it's available wherever your employees are — at home, in the office, or on the go.
- **Simplicity:** User experience can make or break engagement with a wellbeing platform. Look for solutions that prioritise ease of use — think intuitive interfaces, mobile access, and features like single sign-on (SSO) to reduce barriers to participation. A central platform that integrates seamlessly with existing tools and systems can greatly enhance the user experience, making it straightforward for employees to incorporate wellness into their daily routine.



Wellhub was designed with inclusivity, personalisation, accessibility, and simplicity at its core. Employees can choose from a wide range of options, including a free digital plan and plans that extend to their families.

Step 5: Assemble Your Wellness Champions

Building a thriving employee wellbeing program is a collective endeavour, not a solo mission. While the Program Owner plays a pivotal role, they can't build a company culture solo. Assembling a squad of Wellness Champions gives them a team that can infuse your program with energy and enthusiasm from the start. These ambassadors are the heartbeat of your initiative, spreading vitality and motivation across the organisation. Here's how to build this dynamic team:

- **Spot the Passionate Volunteers:** Keep an eye out for employees who naturally embody the spirit of wellbeing or have taken part in any of your company's past wellness offerings or challenges. These individuals often possess the genuine enthusiasm and influence needed to inspire their peers.
- **Diverse Representation Matters:** Ensure your team of Wellness Champions mirrors the diversity of your entire workforce. This includes a mix of roles, departments, locations, and identities to guarantee that every segment of your company feels represented and connected to the program.
- **Empower with Resources and Training:** Equip your Wellness Champions with the tools and

knowledge they need to be effective. This might involve training sessions on the specifics of your wellbeing program or promotional material they can share with colleagues.

Step 6: Craft an Ongoing Communication Plan

A one-time announcement won't be enough to send employees flocking to your program. Crafting a nuanced, ongoing communication plan is essential — this not only keeps the program top of mind, it provides an opportunity for HR leaders to clearly communicate the positive impact wellness can have on their lives. If your employees don't understand the long-term preventative magic of the program, they might not be as bought-in. But internal communications can be tricky — most employees receive a metric ton of company reminders and news everyday. So how do you rise above the noise? Here are some important things to keep in mind when crafting your plan:

- **Select Your Channels Wisely:** Your communication toolkit should be as diverse as your audience. Whether it's through a dedicated wellness newsletter, calendar invites for upcoming events, vibrant Slack channels, or engaging intranet posts, choose platforms that resonate with your employees' habits and preferences. The goal is to make

information about your wellbeing program as accessible as possible and enticing.

- **Curate Engaging Content:**

Your messaging should illuminate the multifaceted value of wellness, from personal health benefits to its significance in enhancing workplace culture. Topics to cover might include:

- * The social benefit of participating in wellness activities in and out of work.
- * The company's commitment to fostering a health-positive environment.
- * Inspirational stories from leadership about their own wellness journeys.
- * Clear, actionable advice on how employees can make the most of the program.

- **Integrate Wellness Into Various Communication Platforms:**

Look for ways to weave wellness into the fabric of your organisational dialogue. From quarterly town halls to social media blasts, these will all be ways to highlight the program's features and user testimonials. This constant presence will help reinforce the idea that wellbeing is a core component of your company's identity.

- **Craft Comprehensive Q&A Resources:**

Dive into the creation of a detailed Q&A section that preemptively tackles potential queries. From program specifics to how-to guides, ensure that this resource covers a broad spectrum of topics that might interest your employees.

- **Diversify Your Information Delivery:**

Since different people absorb information in various ways, diversify the methods you use to convey your message. Video explainers can bring a dynamic edge to your communication, while witty, vibrant break room fliers offer a tangible reminder of the program's benefits. Tailor these resources to align with your company's unique communication style, ensuring the message resonates well with your team.

- **Centralise Access to Information:**

The key to efficient communication is ease of access. Centralise all your wellbeing resources in a single, easily accessible hub. Whether it's an intranet site, a dedicated section on your company's website, or a digital bulletin board, choose a platform that is familiar and readily available to all employees.

- **Make Navigation Intuitive:** Within your central hub, prioritise intuitive navigation. Organise resources logically, with clear labels and straightforward pathways to relevant information. The easier it is

for employees to find what they're looking for, the quicker they can move from curiosity to active participation.

- **Update and Evolve:** As your wellbeing program grows and evolves, so too should your information hub. Regularly update resources to reflect new offerings, success stories, and answers to emerging questions. This living library not only serves as a resource but also as a reflection of your program's dynamism and responsiveness to employee needs.



PHASE 2: LAUNCH YOUR WELLNESS PROGRAM

Step 7: Plan a Launch Party

Who doesn't love a party? Kicking off your wellness program with a celebration — instead of just an email — is far more engaging for employees. It starts your initiative off on a celebratory note, and makes it clear that the company is thoroughly committed to the program.

- **Establish a Budget:** Begin with setting a clear budget that encompasses every aspect of the celebration — from venue to virtual platforms, guest speakers, and wellness giveaways. This financial blueprint ensures a spectacular launch without overstepping financial boundaries. No budget? No worries! You may just need to get a little more creative.
- **Select the Perfect Date and Venue:** Choose a date that promises maximum attendance, and pair it with a venue that reflects the spirit of your wellness program. Whether it's a serene outdoor space for a breath of fresh air or a dynamic virtual platform that brings remote teams together, the setting is crucial.
- **Craft an Engaging Agenda:** Create a run of shows that promises not just information, but inspiration. Consider incorporating talks from esteemed wellness experts who can share insights and motivate your team. Enrich the event with interactive elements like live wellness demos, meditation sessions, or fitness challenges that offer a taste of the program's offerings.

- **Curate Wellness-Inspired Giveaways:** Elevate the excitement by announcing giveaways that align with your wellness ethos. From high-end, cutting-edge gadgets like Apple Watches to more affordable essentials like water bottles, these prizes should inspire and facilitate a healthier lifestyle among your employees.
- **Spread the Word:** Utilise every channel at your disposal to promote the launch party. Craft compelling announcements, reminders, and teasers that build anticipation. Highlight the unique aspects of your event to ensure it's marked as a must-attend on everyone's calendar. Get your creative and branding team involved to add a little spark to the announcements. They love this stuff.
- **Mobilise Your Wellness Champions:** Empower your Wellness Champions to be the voice of the celebration, sparking conversations and excitement among their peers. Their genuine enthusiasm can significantly amplify interest and participation in the event.
- **Plan a Wellness Challenge:** Announce a wellness challenge during the party to kickstart engagement with a bang. This challenge should be accessible yet stimulating, encouraging immediate participation and fostering a sense of community from day one. You could launch a step challenge, or see who can meditate the most minutes in a week!



Wellhub's engagement experts have over a decade of experience creating successful launch strategies and communication plans alongside our clients to help them quickly attain their adoption goals.

Step 8: Host the Launch Event

Your launch event is your opportunity to generate buzz for your new program, showcase its variety, and ignite immediate engagement. Here's how to ensure your launch event becomes a landmark moment in your company's wellness journey:

- **Give Your C-Suite the Floor:** Having executive leadership involved in the announcement sends a strong message that this is important to them and the company. Share emcee duties with them, and have them lead the drawing for those wellness goodies you gathered for the party.
- **Spotlight Your Wellness Champions:** Introduce your Wellness Champions during the event, allowing them to share their vision and enthusiasm for the program. Their stories and commitment can inspire others to embark on their own wellness journeys.

- **Navigate to the Resources Hub:**

Take the opportunity to guide attendees through your central resources hub. A live walkthrough can demystify the platform and encourage employees to explore the resources available at their fingertips.

- **Kickstart with Incentives**

and Competitions: Launch your program with a bang by announcing the first of many wellness competitions or challenges. Coupled with attractive incentives, these initiatives can motivate immediate participation and

set the tone for an engaging, active wellness culture. And show them exactly how to track their progress in the competition.

- **Capture Feedback and Impressions:**

After the launch event, you can gather initial reactions and suggestions with an employee pulse survey. This invaluable feedback will help you fine-tune the program over time to ensure it meets the evolving needs of your workforce.

PHASE 3: DRIVE INITIAL ADOPTION

Step 9: Providing Incentives and Rewards

HR leaders point to incentives and rewards as the most effective tactic to increase employee engagement in a program. Ways to go about leveraging this strategy include:

- **Wellness Points System:** Implement a points-based system where employees earn points for participating in various wellness activities, such as attending fitness classes, completing wellness challenges, or engaging in mindfulness sessions. Points can be redeemed for rewards like extra vacation days, gift cards, or wellness products.

- **Recognition and Awards:** Create an awards program to recognise and celebrate employees who make significant strides in their wellness journey or contribute positively to the wellness culture within the company. Awards could include public acknowledgment, digital badges, trophies, or extra PTO.

- **Charitable Donations in Employee's Name:** For employees who reach certain milestones in the wellness program, make charitable donations in their name to health-related causes or organisations. This adds a philanthropic angle to the incentive, allowing employees to contribute to the greater good while focusing on their own health.

Step 10: Showcasing C-Suite Engagement

There is a crystal clear relationship between how widely executives engage in a wellbeing program and the company's overall participation rates. You can harness this power by making the participation of your C-suite apparent to all employees! Tactics include:

- **Lead by Example with Active Participation:** Encourage C-suite executives to join in on in-office workouts or virtual fitness sessions. Their presence in these activities, whether it's a group yoga session, a lunchtime walk, or participating in wellness challenges, can significantly boost morale and inspire greater participation across all levels of the company.
- **Narrate Their Wellness Journeys:** Share stories from your leadership about their personal wellness journeys, challenges, and successes on company communication platforms. Whether through a dedicated section in the company newsletter, blog posts, or short videos, these narratives can humanise your leaders and spark conversations about wellness within the organisation.
- **Host Leadership-Led Wellness Talks:** Organise regular sessions where C-Suite members discuss the

importance of wellness, not just from a personal perspective but also its impact on professional growth and organisational success. These talks can be live-streamed and archived for easy access, encouraging ongoing engagement.

- **Incorporate Wellness into Strategic Meetings:** Embed wellness as a standing agenda item in strategic meetings and discussions. This ensures that wellness remains a priority at the highest levels of decision-making and integrates it more deeply into the company's operational and strategic plans.
- **Celebrate and Recognise Wellness Achievements:** Have C-suite leaders publicly recognise and celebrate employees and teams who make significant contributions to the wellness program. This could be through awards, shout-outs in company-wide meetings, or personal notes of appreciation. This underscores the importance of wellness in building a supportive and thriving workplace.

Step 11: Launching Fresh Competitions

Wellness competitions are a great way to gamify wellbeing. They help ignite the spirit of healthy competition, making them a dynamic way to maintain

enthusiasm and participation in your wellness program. A few ways to keep the competitive edge sharp and engaging are:

- **Hosting Diverse Challenges:** Rotate between different types of wellness challenges to appeal to a broad spectrum of interests and abilities, from step competitions to mindfulness streaks and healthy eating challenges. This variety supports inclusivity and keeps interest high. Set a collective goal for the challenge so everyone is working together.
- **Leveraging Technology:** Utilise wellness apps and platforms that allow for easy tracking and reporting of competition progress. This tech-forward approach not only simplifies participation but also adds an element of fun with real-time leaderboards and updates.
- **Launching Team Competitions:** Encourage camaraderie and collective effort by organising team-based challenges. Consider hosting ones that are easy to participate in to be as inclusive as possible, like minutes walked or steps taken. You can have employees self-select into teams, or have entire departments compete against each other. This enhances the sense of community while promoting accountability among team members

Step 12: Organising Group Workouts

Group workouts can be a powerful contributor to building a strong wellness culture at work. While this may seem easier for in-person teams, there are plenty of online workouts remote teams can do together. And moving together is about more than exercise — it's about bringing people together, making teams stronger, and getting everyone moving. By adding group workouts to your wellness program, you turn exercise into a fun, shared experience that excites everyone. Here are a few tips for incorporating workouts into your program that help your team feel more healthy and connected.

- **Have a Consistent Schedule of Rotating Workouts:** Regularity breeds habit, but variety sparks interest. Schedule group workouts consistently, but keep the excitement alive with themed sessions, surprise guest trainers, or unique challenges that coincide with seasonal events or wellness milestones. This balance ensures that your team has something to look forward to, embedding physical activity into their routine while maintaining a sense of novelty and anticipation.
- **Hybrid Workouts for a Hybrid Workforce:** In today's flexible work environment, inclusivity includes bridging the gap between the office

and home. Offering both in-person and virtual workout options ensures that every member of your team, regardless of their location, has the opportunity to join in. This approach not only fosters inclusivity but also reinforces the message that wellness is a universal priority, transcending physical boundaries to unite the team in a common pursuit.

- **Promote Social Interaction:** The magic of group workouts lies not just in the shared sweat but in the shared stories. Encourage social interaction by integrating time for connection before or after workouts. Whether it's a coffee chat post-morning yoga or a virtual hangout after a dynamic online session, these moments of interaction enrich the workout experience, transforming acquaintances into workout buddies and [building a resilient, supportive community](#).

Step 13: Collecting & Sharing Testimonials

These first-hand stories are powerful drivers of engagement. They can inspire, motivate, and lend credibility to your wellness program. Here's how to effectively collect and share these stories:

- **Encourage Sharing:** Actively encourage employees to share their wellness journeys and achievements. Make

the submission process easy and straightforward, ensuring participants feel comfortable and excited to contribute.

- **Highlight Diverse Experiences:** Showcase a range of testimonials that reflect the diversity of your workforce and the various aspects of wellness, from physical achievements and mental health improvements to stories of personal growth and community building.
- **Utilise Multiple Platforms:** Share these testimonials across a variety of channels, including company newsletters, intranet sites, social media, and during company-wide meetings. This broad exposure can amplify the impact and reach of each story.
- **Celebrate Progress:** Use testimonials as an opportunity to celebrate the progress your employees are making on their personal wellness goals. Recognising individuals for their efforts and achievements can foster a culture of appreciation and encouragement within your organisation.

PHASE 4: MAXIMISE EMPLOYEE ENGAGEMENT

Step 14: Embed the Wellness Program Into Onboarding

Integrating your wellness program into the onboarding process is a strategic move that sets the tone for new hires, emphasising from day one that health and wellbeing are central to your company's culture. This early introduction ensures that wellness becomes a natural part of employees' work life, fostering a sense of belonging and demonstrating your commitment to their overall health from the outset. Here's how to seamlessly incorporate wellness into your onboarding process:

- **Introduce Wellness as a Core Value:** Start by framing wellness not just as a program but as a fundamental value of your organisation. During initial presentations, highlight how wellness is woven into the fabric of your company culture and why it matters.
- **Personalise the Experience:** Recognise that each new hire comes with their own unique health and wellness starting point. Offer personalised guidance on how they can make the most of the program, whether it's joining group workouts, participating in challenges, or utilising wellness resources.

- **Provide a Comprehensive Overview:** Ensure new hires receive a thorough introduction to the wellness program, including its objectives, benefits, and how to participate. This could be part of a welcome pack, an interactive session, or through dedicated wellness ambassadors. And if you recorded your wellness program launch party, have them watch it as part of the onboarding process.
- **Facilitate Immediate Participation:** Encourage new employees to dive right into the wellness program by signing them up for an upcoming event or challenge. This not only helps integrate them into the company culture but also connects them with their new colleagues.

Step 15: Incorporate Wellness into Leadership Training

Elevating wellness to a leadership priority transforms it from an HR initiative into a core component of your organisation's DNA. By integrating wellness principles into leadership training, you cultivate leaders who are not only advocates for health and wellbeing but also embody these values in their management styles and decision-making processes. This leadership commitment is crucial for creating a sustainable culture of

wellness that permeates every level of the organisation. You can make wellness an integral part of leadership development by:

- **Embed Wellness in Leadership Philosophies:** Start by framing wellness as a key leadership competency. Incorporate modules on wellness management and emotional intelligence into your leadership training programs, emphasising the importance of leading by example and fostering a supportive environment that prioritises employee wellbeing.
- **Train Leaders to Recognise and Act:** Equip your leaders with the skills to identify signs of burnout, stress, or disengagement within their teams. Provide them with practical tools and strategies to address these issues proactively, including facilitating access to wellness resources and offering flexible solutions that accommodate individual needs.
- **Promote Wellness Conversations:** Encourage leaders to initiate regular wellness check-ins with their teams. These discussions should go beyond physical health to encompass mental and emotional wellbeing, creating an open forum for employees to express their needs and concerns. These conversations should never be forced but should happen organically when the employee is ready.

- **Incentivise Wellness Leadership:** Recognise and reward leaders who successfully integrate wellness into their team management and achieve notable improvements in team wellbeing. This could be through formal awards, public acknowledgment, or other incentives that highlight their commitment to fostering a healthy work environment.
- **Foster Continuous Learning:** Wellness is an evolving field. Offer ongoing learning opportunities for leaders to stay updated on the latest wellness trends, research, and best practices. This could include workshops with fitness researchers, webinars with leading wellness experts, or subscriptions to publications like The Yoga Journal.

Step 16: Include Wellness Highlights in All Hands Meetings

Incorporating wellness highlights into all hands meetings is a strategic move to keep wellness front and centre in the collective consciousness of your organisation. By dedicating time at least quarterly to discuss wellness achievements, initiatives, and goals, you reinforce the importance of health and wellbeing as organisational priorities. This consistent spotlight not only celebrates progress but also keeps the momentum of your wellness program

strong. These pivotal gatherings are great opportunities to:

- **Showcase Achievements and Milestones:** Use all hands meetings as a platform to highlight the successes of your wellness program. Share key metrics, such as participation rates, milestones reached in challenges, or improvements in overall employee health scores. Celebrating these achievements fosters a sense of collective pride and reinforces the value of the wellness program.
- **Spotlight Individual and Team Stories:** Personal stories resonate deeply and can inspire others to engage with the wellness program. Feature testimonials or share stories of individuals or teams who have made significant wellness strides. These narratives can motivate others to participate and showcase the real-world impact of your wellness initiatives.
- **Preview Upcoming Wellness Initiatives:** Keep the excitement alive by previewing new challenges, workshops, or resources that will soon be available. Offering a sneak peek into future wellness opportunities encourages anticipation and early engagement from employees.
- **Encourage Leadership to Share Wellness Insights:** Have members of the leadership team share their personal wellness journeys or how

they incorporate wellness into their leadership practices. This demonstrates a top-down commitment to wellness and encourages others to integrate health and wellbeing into their work and lives.

Step 17: Host Monthly Wellbeing Activities

Hosting monthly wellbeing activities is an effective strategy to maintain high levels of engagement with your wellness program. By offering a regular cadence of events, workshops, and challenges, you create continuous opportunities for employees to connect with the program and each other, fostering a vibrant culture of health and wellbeing. Here's how to plan and execute these activities to maximise participation and impact:

- **Diversify the Offerings:** Each month, introduce a variety of activities that cater to different aspects of wellness, including physical, mental, emotional, and social health. From fitness challenges and mindfulness sessions to nutrition workshops and mental health seminars, the diversity of activities ensures there's something for everyone. And make sure to poll your employees to find out what topics and activities would get them most excited.

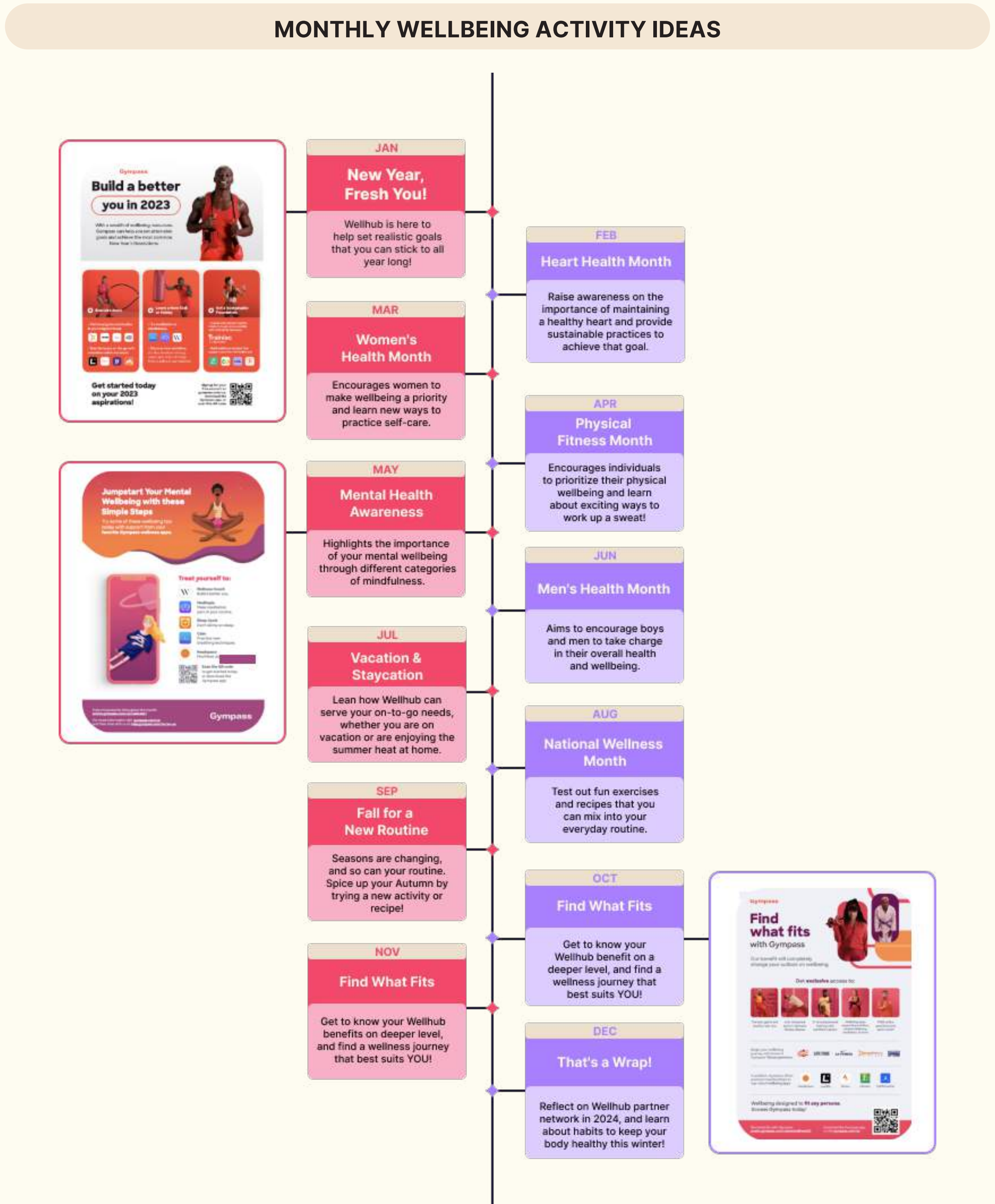
- **Leverage Special Themes:** Align monthly activities with relevant wellness themes or awareness months. For example, host heart health activities in February or stress awareness workshops in April. Adopting an Olympics theme during the summer and winter Olympics is always a crowd-pleaser. Themed activities can provide educational value and make the programming more engaging

- **Involve Experts and Speakers:** Bring in wellness experts, motivational speakers, or local fitness instructors to lead sessions. Their expertise can add credibility to your activities and provide fresh perspectives on wellness.

At Wellhub, our dedicated Wellbeing Engagement team curates a personalised calendar of free online activities and events aimed at boosting engagement. These include webinars on wellbeing content, special guests, partner deep dives, and more.



MONTHLY WELLBEING ACTIVITY IDEAS



PHASE 5: KEEP YOUR WELLNESS PROGRAM FRESH

Step 18: Analysing Success Metrics

Regular analysis of success metrics is crucial to understanding the impact of your wellness program and ensuring it aligns with your strategic objectives. By referring back to the Key Performance Indicators (KPIs) and SMART goals established at the outset, you can evaluate the program's effectiveness and make data-driven decisions for continuous improvement. Here's a structured approach to analysing your wellness program's success:

- **Review Your KPIs:** Start by revisiting the KPIs that were identified as markers of success for your wellness program. These could range from participation rates and engagement levels to reductions in health-related absenteeism and improvements in employee satisfaction scores.
- **Measure Against SMART Goals:** Compare your current program outcomes against the SMART goals you initially set. This involves assessing whether the specific, measurable, achievable, relevant, and time-bound objectives have been met. Analysing these outcomes will provide clear insights into the program's achievements and areas for growth.
- **Assess Program ROI:** What financial impact has all of this work had on your organisation? Analyse health care costs, productivity levels, and other financial metrics pre and post-program launch to evaluate the financial benefits of your wellness initiatives.
- **Identify Trends and Patterns:** Look for trends in the data that may indicate broader patterns of success or opportunities for improvement. This could include identifying the most popular types of activities, times of year with higher engagement, or demographic groups that are particularly active or underrepresented.
- **Communicate Findings:** Share the results of your analysis with stakeholders, including leadership and program participants. Highlighting successes can boost morale and support for the program, while openly discussing challenges and planned adjustments can foster a culture of transparency and continuous improvement.

Step 19: Gather Employee Feedback

Actively gathering feedback from employees is a vital step in nurturing a responsive and effective wellness program. This feedback loop allows you

to understand firsthand how employees are interacting with the program, what benefits they're experiencing, and more importantly, what elements they believe could be enhanced. Here's how to systematically collect and utilise employee feedback to enrich your wellness initiative:

- **Implement Regular Surveys:** Conduct regular, anonymous surveys to capture a broad range of insights about the wellness program. Include questions about participation frequency, favourite activities, perceived benefits, and suggestions for new offerings or improvements.
- **Facilitate Focus Groups:** Organise focus groups with a cross-section of employees to dive deeper into their experiences with the wellness program. This setting allows for more detailed discussions and can uncover nuanced insights that surveys might not capture.
- **Encourage Open Communication:** Create channels for continuous feedback, such as a dedicated email address, suggestion box, or an interactive section on the company intranet. Making it easy for employees to share their thoughts at any time encourages ongoing engagement.
- **Leverage Wellness Champions:** Utilise your network of Wellness Champions to gather informal feedback during their interactions with colleagues. Their close connection

with the wider team can provide valuable, grassroots insights.

- **Analyse Engagement Data:** Beyond direct feedback, analyse usage data from the wellness program's activities and platforms. Patterns in participation can offer indirect feedback on employee preferences and engagement levels.
- **Review Feedback Regularly:** Make feedback review a regular part of your wellness program management. Schedule periodic meetings with your Wellness Champions to analyse the feedback collected, identify trends, and prioritise action items.
- **Act on Insights:** Perhaps most crucially, act on the feedback received. Whether it's introducing new activities, adjusting current offerings, or addressing any barriers to participation, showing employees that their input leads to tangible changes boosts trust and program buy-in.
- **Communicate Changes:** When adjustments are made based on employee feedback, communicate these changes back to the team. This not only keeps them informed but also demonstrates the value placed on their input, fostering a culture of mutual respect and collaboration.

Step 20: Continue Iterating

The key to sustaining a successful wellness program lies in its ability to evolve. Continuous iteration, guided by engagement rates, emerging trends, and shifting employee preferences, ensures that the program remains relevant, engaging, and effective. Here's how to keep your wellness initiative at the forefront of organisational health and wellbeing:

- **Monitor Engagement Rates:** Regularly analyse participation data across all aspects of the wellness program. Activities with high engagement highlight what's working well, while lower participation may signal opportunities for improvement or reevaluation.
- **Stay Atop of Wellness Trends:** The field of wellness is ever-evolving, with new trends, technologies, and methodologies constantly emerging. Stay informed about the latest in wellness to keep your program fresh and exciting. This could involve incorporating digital wellness platforms, mindfulness techniques, or the latest in fitness and nutrition science.
- **Adapt to Workplace Changes:** As your organisation grows and changes, so too will its wellness needs. Be prepared to adjust your program in response to

organisational shifts such as remote work trends, workforce demographic changes, or new health challenges.

- **Pilot New Initiatives:** Experiment with pilot programs to test new ideas before a full rollout. This can be an effective way to gauge interest and effectiveness, minimising risk while exploring potential enhancements to your wellness offerings.



PHASE 6: SOLIDIFYING YOUR CULTURE OF WELLBEING

Step 21: Implement Company Policies that Support Employee Wellbeing

Transforming your wellness program from a mere initiative to an ingrained part of your company's culture hinges on the implementation of policies that unequivocally support employee wellbeing. At Wellhub, we understand that the strongest testament to a company's commitment to health and happiness is embedded in its policies. Here's how to ensure your organisational policies reflect and reinforce a culture of wellbeing:

- **Flexible Working Arrangements:** Wherever possible, embrace policies that offer flexibility in working hours and locations. Recognising the importance of work-life wellness is key to supporting your employees' overall wellbeing, allowing them to tailor their work schedules to fit their personal and family needs. Even in roles that require people to show up for concrete shifts, you can inject flexibility into your workplace with policies like flexible time off.
- **Mental Health Days:** Mental wellness is the top priority for workers across demographics. You can support this

critical dimension of wellbeing by instituting mental health days. These are dedicated days off that employees can use to recharge and focus on their mental wellbeing, without the need to provide a reason.

- **Wellness Leave Policies:** Beyond standard sick leave, consider introducing wellness leave — time off specifically for the purpose of engaging in proactive health and wellness activities. This could include attending wellness retreats, medical screenings, or mental health counselling.

How to Identify a Culture of Wellbeing

Achieving a culture of wellbeing is a pivotal moment in any organisation's journey towards prioritising health and happiness. It signifies a transformative shift where wellbeing is not just a program or an initiative but a fundamental part of your company's identity. At Wellhub, we believe that fostering a culture of wellbeing is the ultimate goal, creating an environment where every individual is empowered to thrive. Here's how you can recognise that you've successfully embedded a culture of wellbeing within your organisation:

- **Wellbeing is a Part of Everyday Conversations:** When discussions about health, fitness, mental wellness, and work-life wellness become natural parts of daily interactions at all levels of the company, you know wellbeing has permeated the culture.
- **Leadership Actively Participates and Promotes Wellbeing:** A true culture of wellbeing is evident when your leaders not only talk the talk but walk the walk — even before you ask them. Their active participation in wellness programs and consistent communication about the importance of wellbeing underscore its value to the organisation.
- **Employee Engagement in Wellness Activities is High:** High participation rates in wellness activities, not just as a novelty but as a sustained trend, indicate that employees value and prioritise their health and wellbeing, reflecting the success of your cultural shift.
- **Wellness Resources are Frequently Utilised:** When employees regularly access and utilise the wellness resources available to them, from fitness classes to mental health support, it's a clear sign that these offerings are valued and that wellbeing is a priority.
- **Feedback on Wellness Initiatives is Proactive:** In a culture of wellbeing,

employees feel comfortable sharing feedback, suggestions, and success stories about their wellness journey. This open dialogue fosters continuous improvement and innovation within your wellness program.

- **Workplace Policies Support Wellbeing:** When policies and practices — from company-sponsored fitness activities to mental health days — support employee wellbeing, it's evident that the organisation places a high value on maintaining a healthy work environment.
- **Measurable Impact on Employee Health and Morale:** Perhaps the most telling sign of a culture of wellbeing is the observable impact on the workforce. Lower absenteeism rates, positive employee morale, and an overall atmosphere of energy and vitality are clear indicators of success.

Full Steam Ahead

You've already taken the first step toward building an organisation that does more than look great on a spreadsheet (though it does do that too). You're building a company that is a thriving community and operates with wellbeing as a cultural cornerstone.

This shift is an incredible contribution toward everyone's success. The next steps (all 21) are clear. Go start building your wellness legacy!



The Wellhub Boost

Wellbeing programs have a comprehensive impact on employee wellbeing – and HR KPIs.

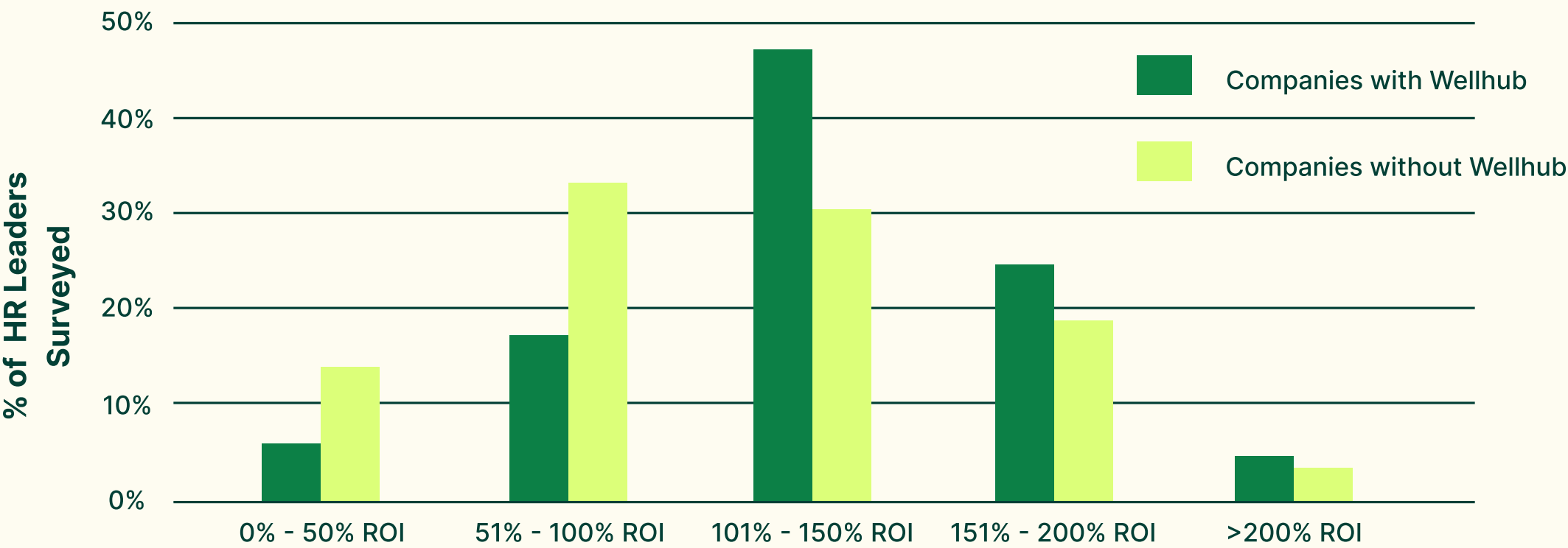
Of the more than 2,000 HR leaders we surveyed, 22% are using Wellhub as part of their wellness program. These companies reported higher return on investment, larger productivity boosts, and improved talent management compared to those that did not use Wellhub.

Here’s a closer look at how Wellhub gives HR leaders an edge.

Higher Return on Investment

Nine out of 10 companies tracking the ROI of their wellness program see positive returns, making wellbeing a safe bet. The average ROI for Wellhub customers is an astonishing 127%. Other programs average out at 107%.

WELLHUB DRIVES A HIGHER AVERAGE ROI THAN OTHER PROGRAMS



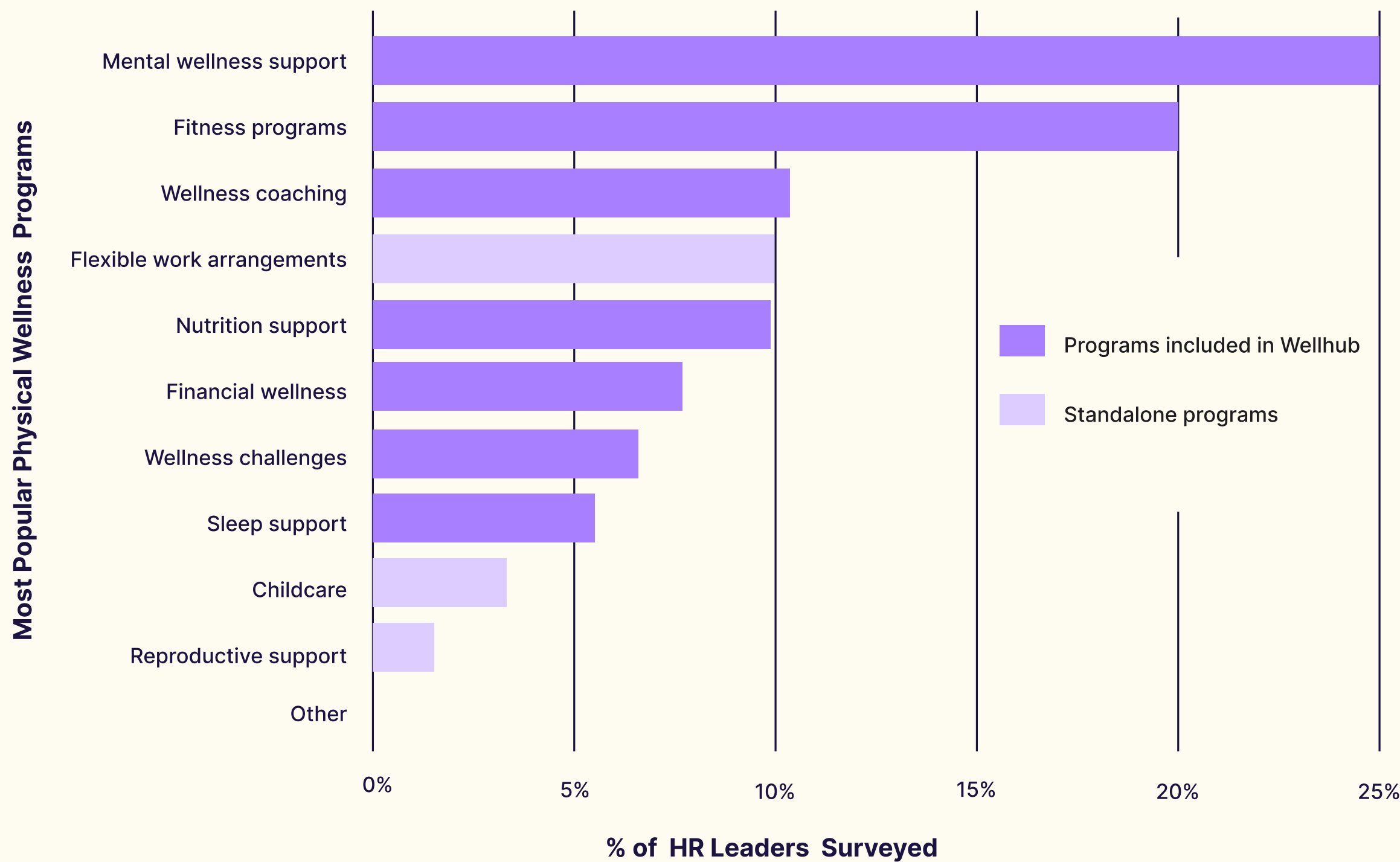
* While both are stellar returns, any company is going to benefit from getting an additional 20% back for the same investment.

These sky-high returns happen thanks to the diverse mix of offerings. Our flexible subscription to wellness centres and apps makes it easy for any employee to find what they need for their wellness journey. This holistic service includes the wellbeing programs that drive engagement — from mental wellness support to financial tools to wellness coaching, seven of the eight programs HR leaders say get the highest engagement are available on Wellhub.

This mix of high-demand programming is why Wellhub users are twice as likely than non-users to start their wellness journey, and why companies see their enrolment rates grow consistently over time.*

In short, Wellhub isn't just a choice — it's the choice for energising your team and skyrocketing your investment!

PROGRAMS OFFERED BY WELLHUB GET THE HIGHEST ENGAGEMENT



* Based on internal data.

Productivity Increases

Boosting productivity is key to unlocking the full potential of your wellbeing program. After all, the more productive your employees are, the higher your organisation flies.

Companies that trust their employee wellbeing to Wellhub are leading the pack in productivity gains. Over half (52%) of respondents with Wellhub reported a 'significant increase' in employee productivity, outshining the 45% of non-clients who said the same in this survey.

This is not a fair weather boost. HR leaders with Wellhub are more likely to report enhanced resilience among employees to work-related challenges — 45% of clients versus 38% of non-clients. That translates into a powerful output advantage. Productivity shines brightest when difficulties arise, whether that's a new competitor entering the market or a difficult co-worker bogging down the team. Wellhub's diverse offerings give employees the tools they need when times are tough to remain focused and energised for the long-haul.

In short, with Wellhub, you're not just investing in wellbeing — you're investing in a resilient workforce that stands firm, rain or shine!



Improved Talent Management

In today's cutthroat business world, snagging and keeping top talent is more crucial than ever. Crafting the ultimate team means not just scouting the best of the best. It also means offering an employee experience that makes them stick around.

Enter Wellhub, your secret weapon in the talent wars. Our clients are reaping the rewards, finding it's easier to attract and keep employees thanks to their higher employee satisfaction rates.

That's because happiness at work isn't just a nice-to-have. It's a game-changer that influences how long employees stick around, and how fervently they boost your team's allure with external candidates. Employees are not hesitant to share their experiences on social media or

career sites like Glassdoor, especially when those experiences are negative. Overcoming these reputational blemishes is a drag on the pace of any hiring team.

Instead, if you focus on employee wellbeing upfront, your team doesn't need to scramble to make up for lost ground. They can stay focused on moving forward.

When it comes to bringing talent in the door, Wellhub clients are excelling. Forty-five percent of HR leaders with Wellhub highlight it has been 'extremely important' in drawing new talent, outperforming the 36% that aren't using Wellhub. Once new team members are hired,

their employee experience is better with Wellhub too. Over half of HR leaders (52%) with Wellhub say their wellness benefits are an 'extremely important' part of [employee satisfaction](#) — a stark contrast to the 39% who can say that without Wellhub in their corner.

Those higher satisfaction rates translate into lower turnover. Over half of HR leaders with Wellhub (51%) say it plays a critical role in retention, versus 38% from non-Wellhub companies.

With Wellhub, you're not just filling positions and reacting to market conditions. You're building a happy, loyal team ready to tackle whatever the future brings.



8 Conclusion

The evidence is clear: wellbeing programs are so much more than a perk. They are a data-backed strategy for slashing healthcare costs, boosting productivity, ramping up engagement, reducing turnover, elevating satisfaction, and cutting down on sick days — all of which improve the bottom line.

But simply having a wellness program will not unlock these business boons. Wellbeing benefits are not a box you check and move on from. Your program will only help if your employees use it.

Fortunately, HR leaders have it in their power to spark engagement. They can select programs that include holistic support, which makes it easier for employees to find something that sparks their interest. Offering incentives and rewards — like wellness dollars or swag — motivates workers to take part in the program, and internal communication makes sure everybody knows about the program and its benefits. Simple and inclusive wellness challenges, like minutes exercised or miles walked, gamify wellness so staffers get moving. These activities can generate employee testimonials that HR departments use

as social proof that the program is quality, which can generate even more engagement from the workforce. HR leaders also have it in their power to lead by example by publicising their use of wellbeing benefits. And, finally, boosting engagement of executive leadership can have a trickle-down effect on the rest of the company. Leading by example works.

No industry is left out of this wellness win-win. Workers in desk and non-desk industries alike benefit from wellness programs. Remember, at the core, every employee is human, and humans thrive when they're feeling their best! Any company eyeing a leg up in the competition has their answer right inside their own walls: ramp up engagement in their wellbeing program and watch the changes unfold.



Worldwide Wellness

Argentina

99%

of HR leaders say their wellbeing program increases employee productivity.

94%

of HR leaders see employees take fewer sick days as a result of their wellbeing program.

93%

of companies report healthcare costs decrease because of their wellbeing program.

87%

of companies tracking their wellness program ROI see positive returns.

84%

of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

80%

of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

79%

of HR leaders say their wellbeing program reduces turnover.

74%

of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

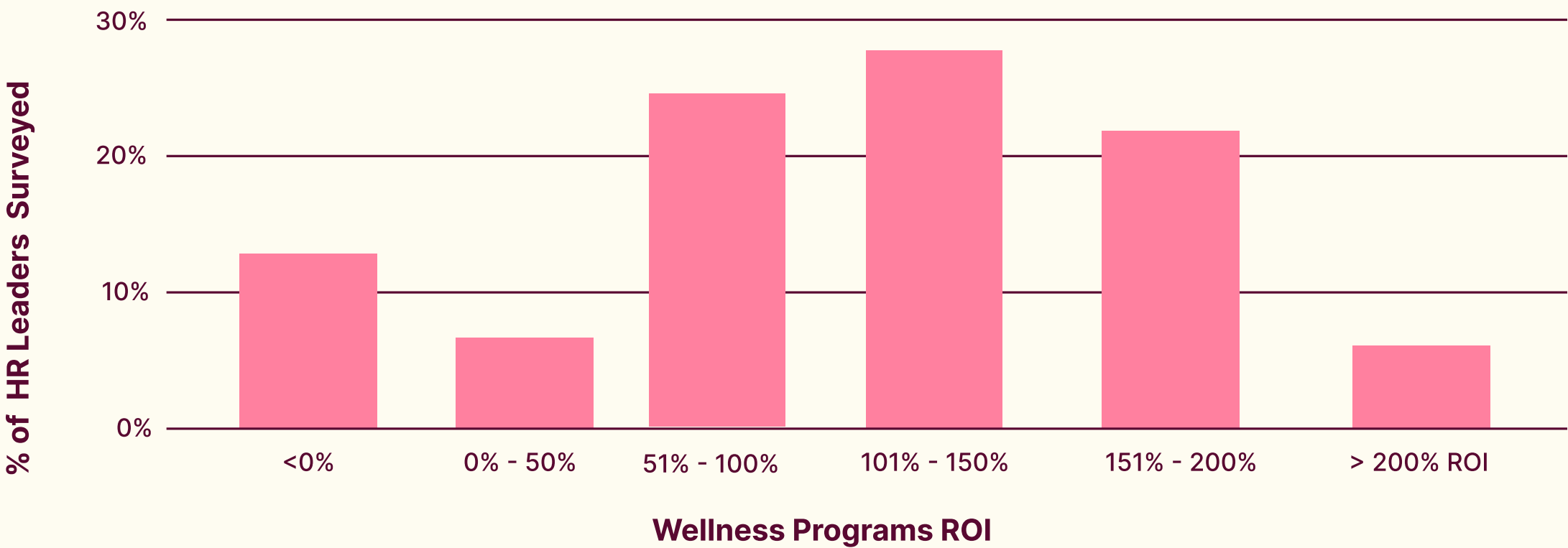
64%

of companies see a return over 100% from their wellbeing program investment.

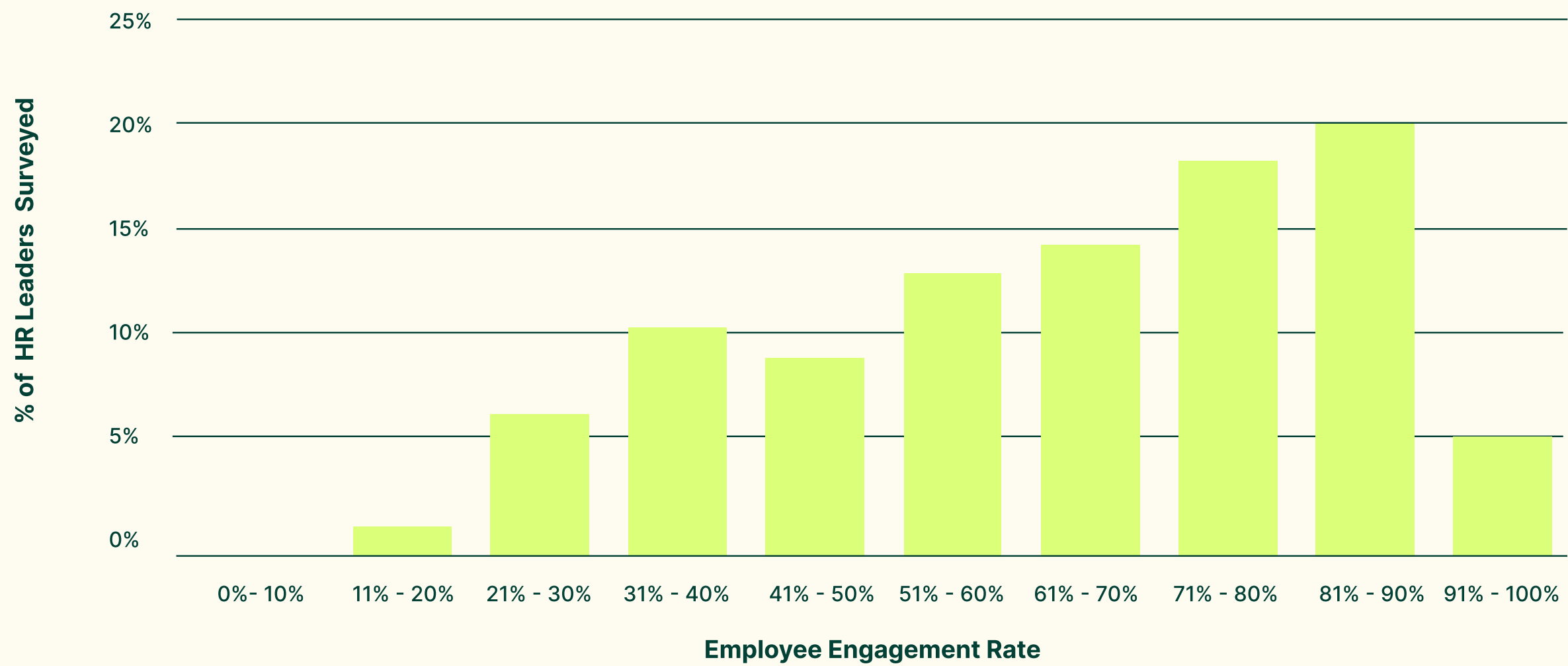
12%

of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

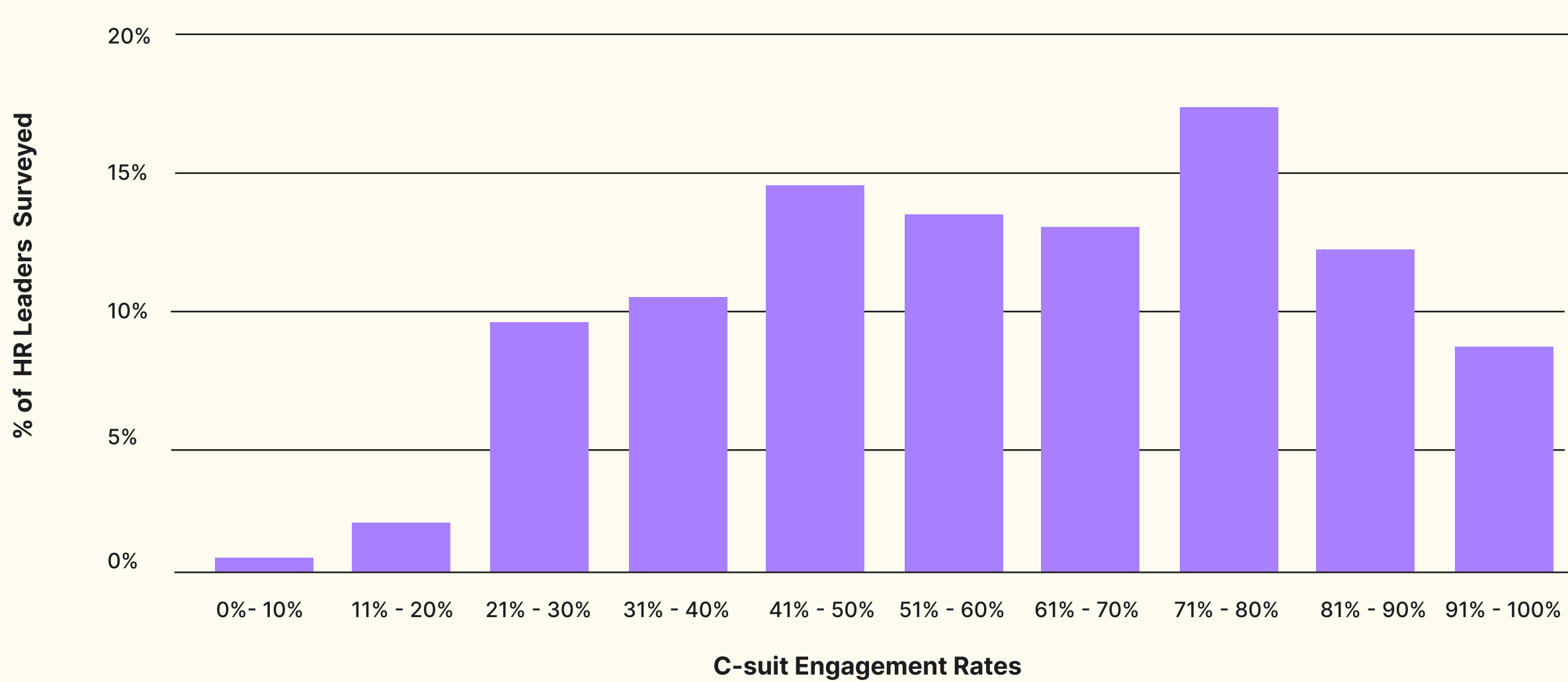
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS



Brazil

99%

of HR leaders say their wellbeing program increases employee productivity.

95%

of HR leaders see employees take fewer sick days as a result of their wellbeing program.

93%

of companies report healthcare costs decrease because of their wellbeing program.

99%

of companies tracking their wellness program ROI see positive returns.

96%

of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

95%

of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

93%

of HR leaders say their wellbeing program reduces turnover.

91%

of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

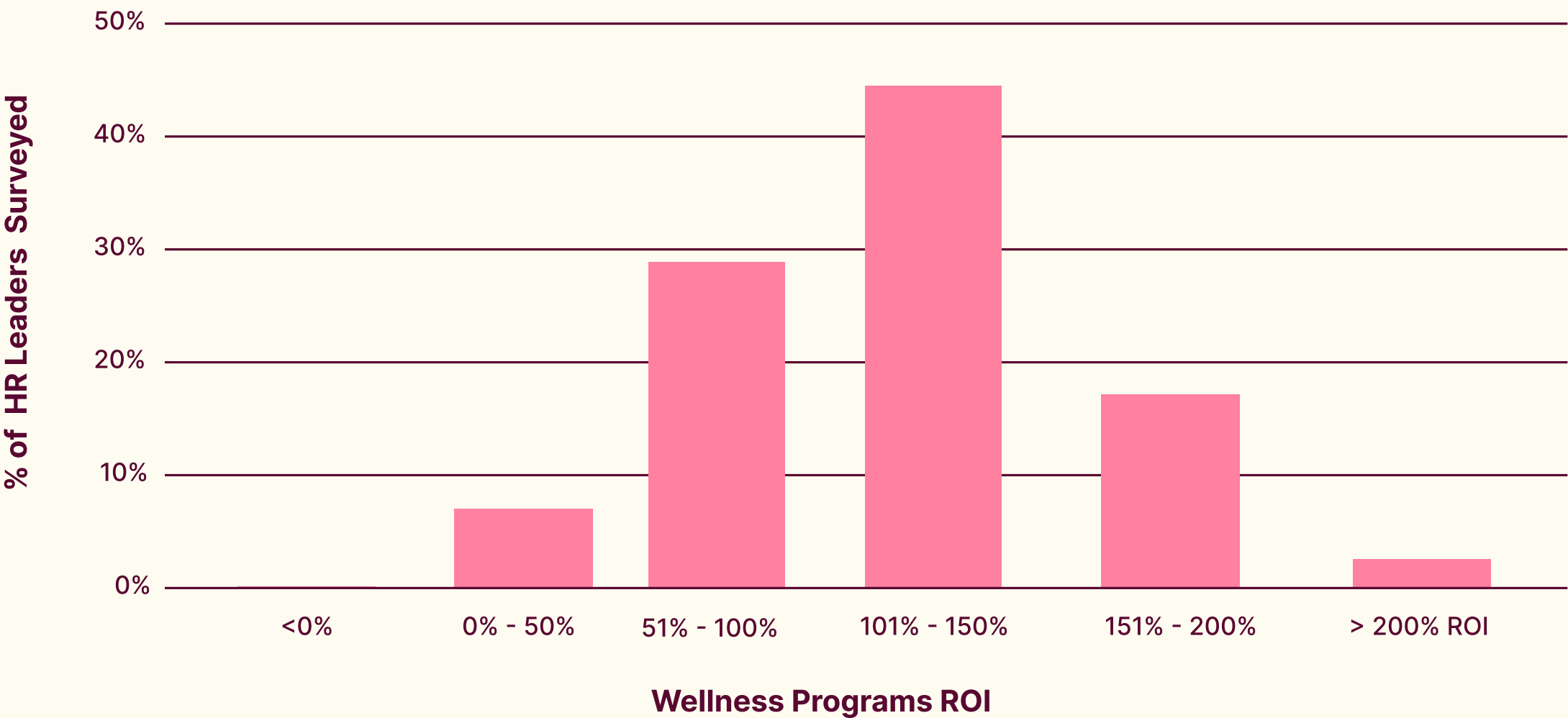
64%

of companies see a return over 100% from their wellbeing program investment.

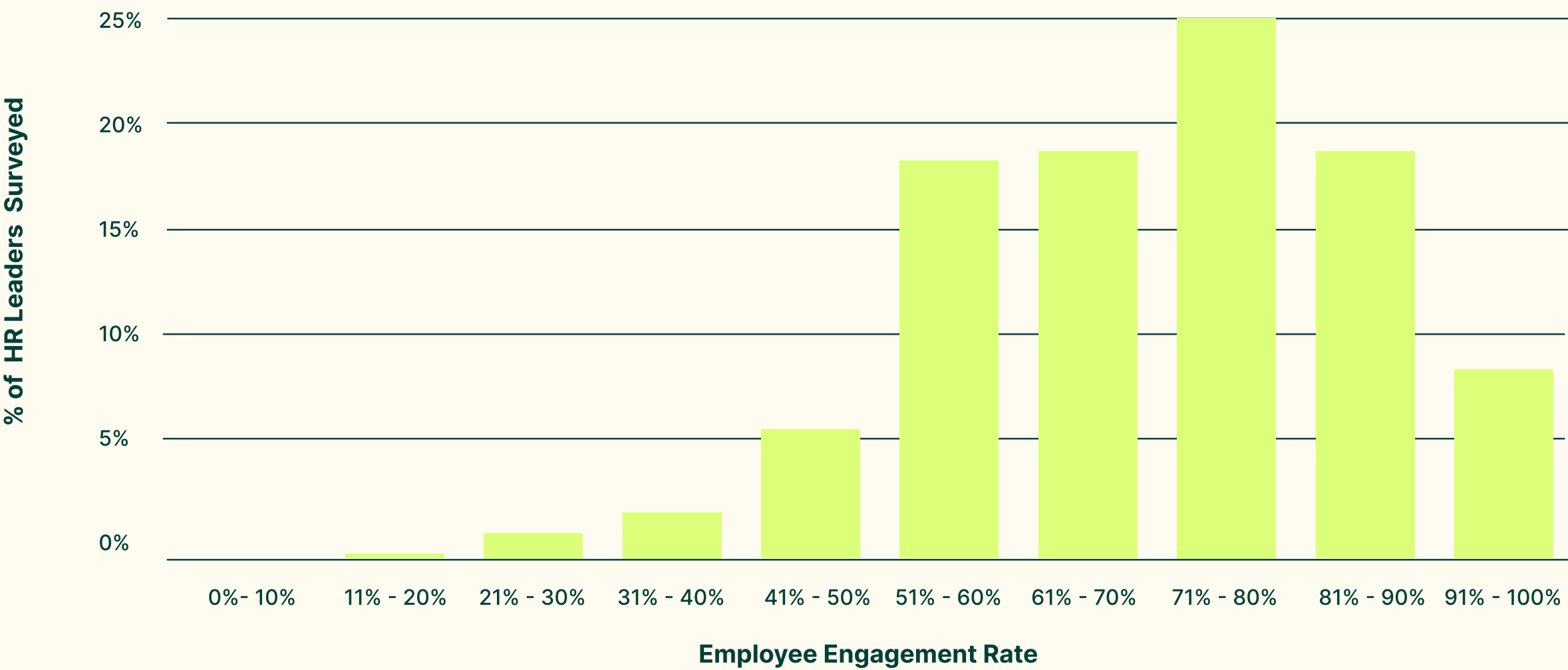
30%

of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

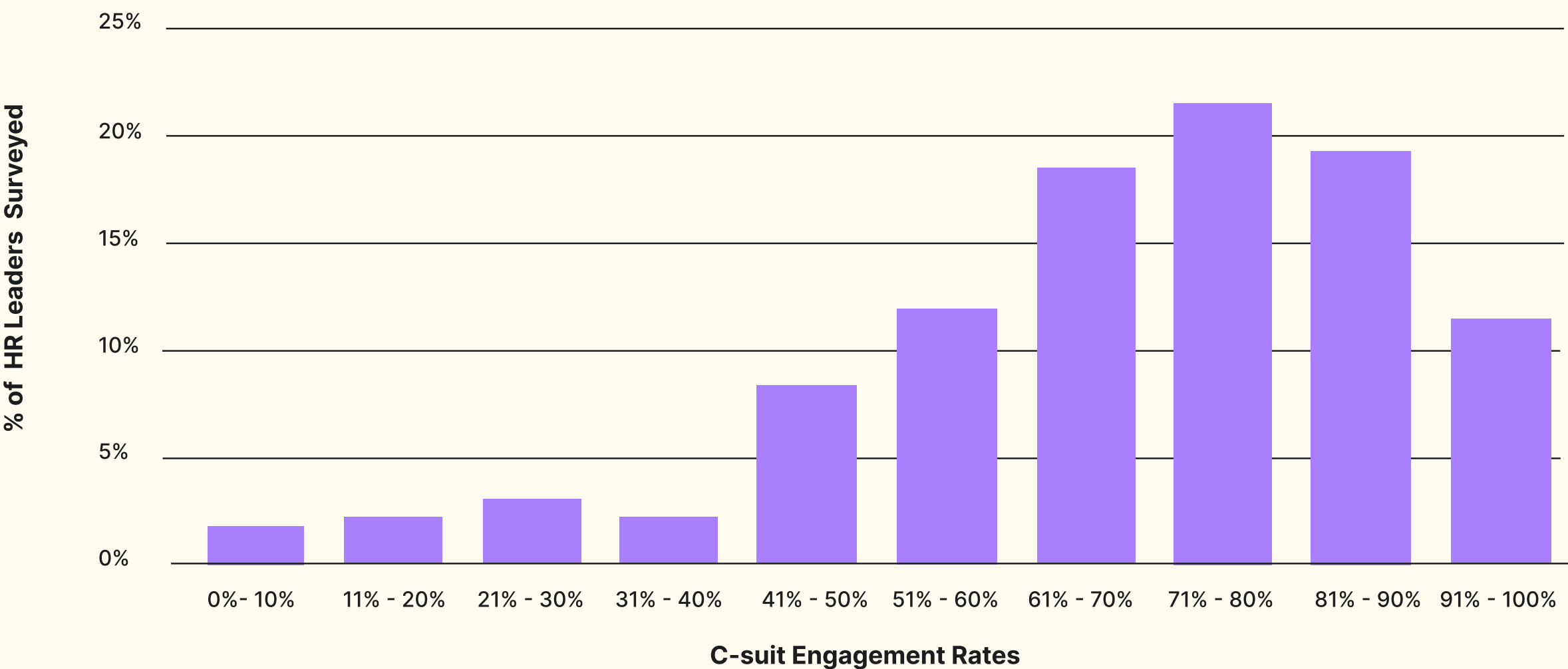
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS



Chile

98% of HR leaders say their wellbeing program increases employee productivity.

92% of HR leaders see employees take fewer sick days as a result of their wellbeing program.

95% of companies report healthcare costs decrease because of their wellbeing program.

100% of companies tracking their wellness program ROI see positive returns.

93% of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

90% of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

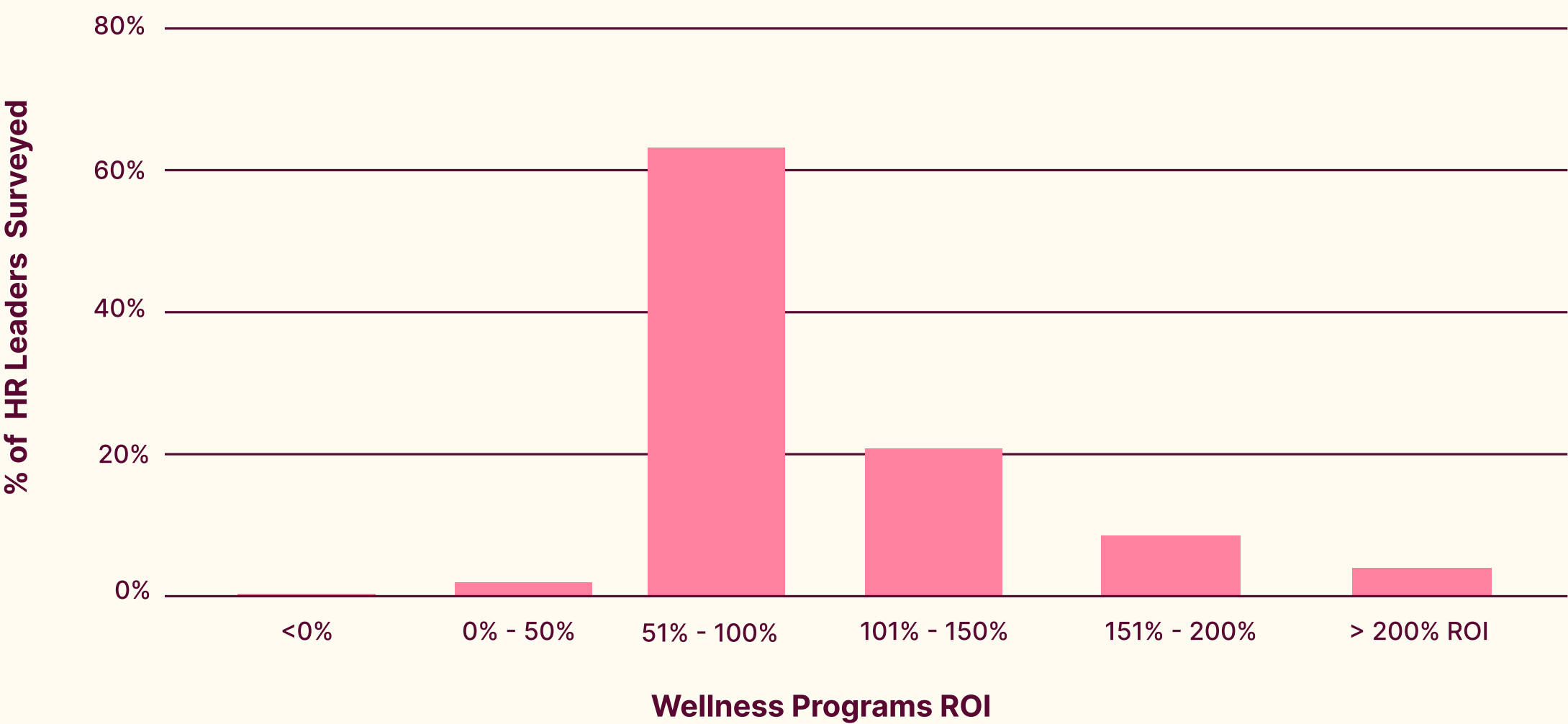
91% of HR leaders say their wellbeing program reduces turnover.

86% of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

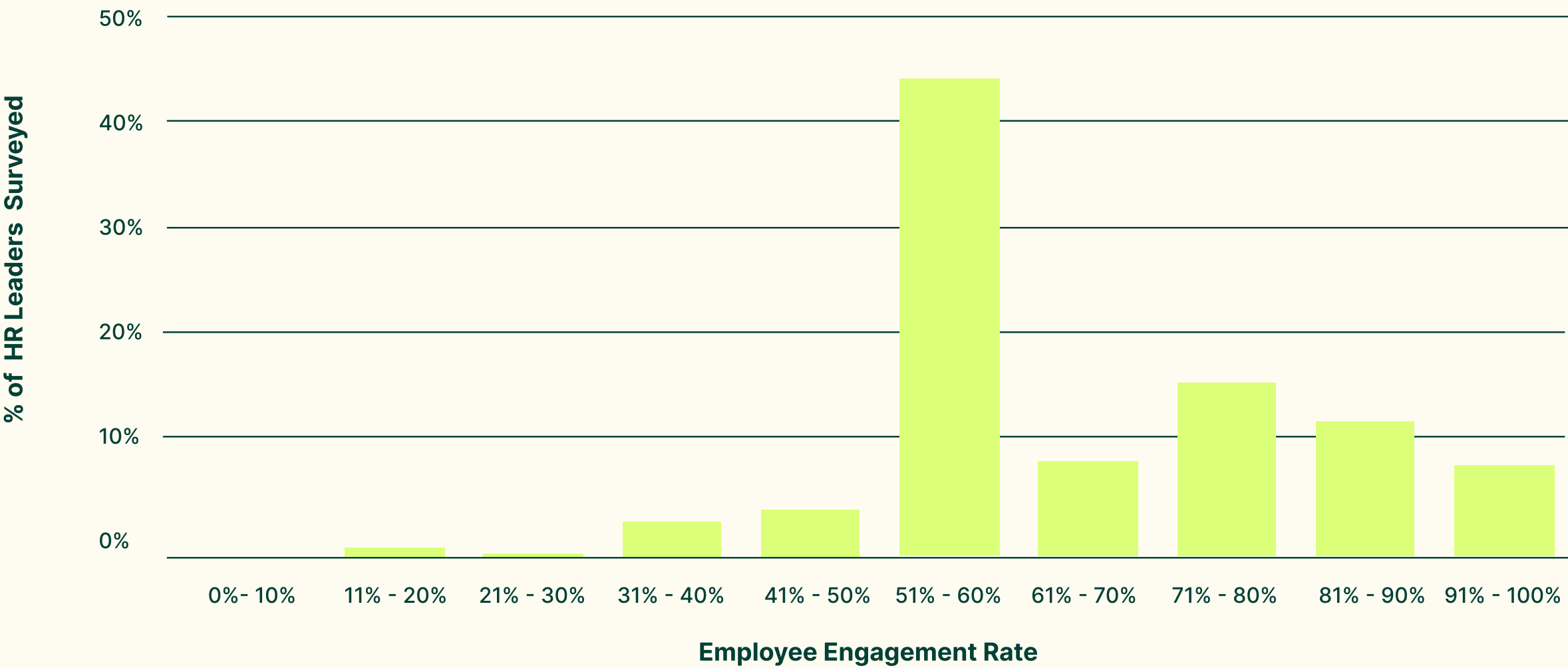
34% of companies see a return over 100% from their wellbeing program investment.

26% of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

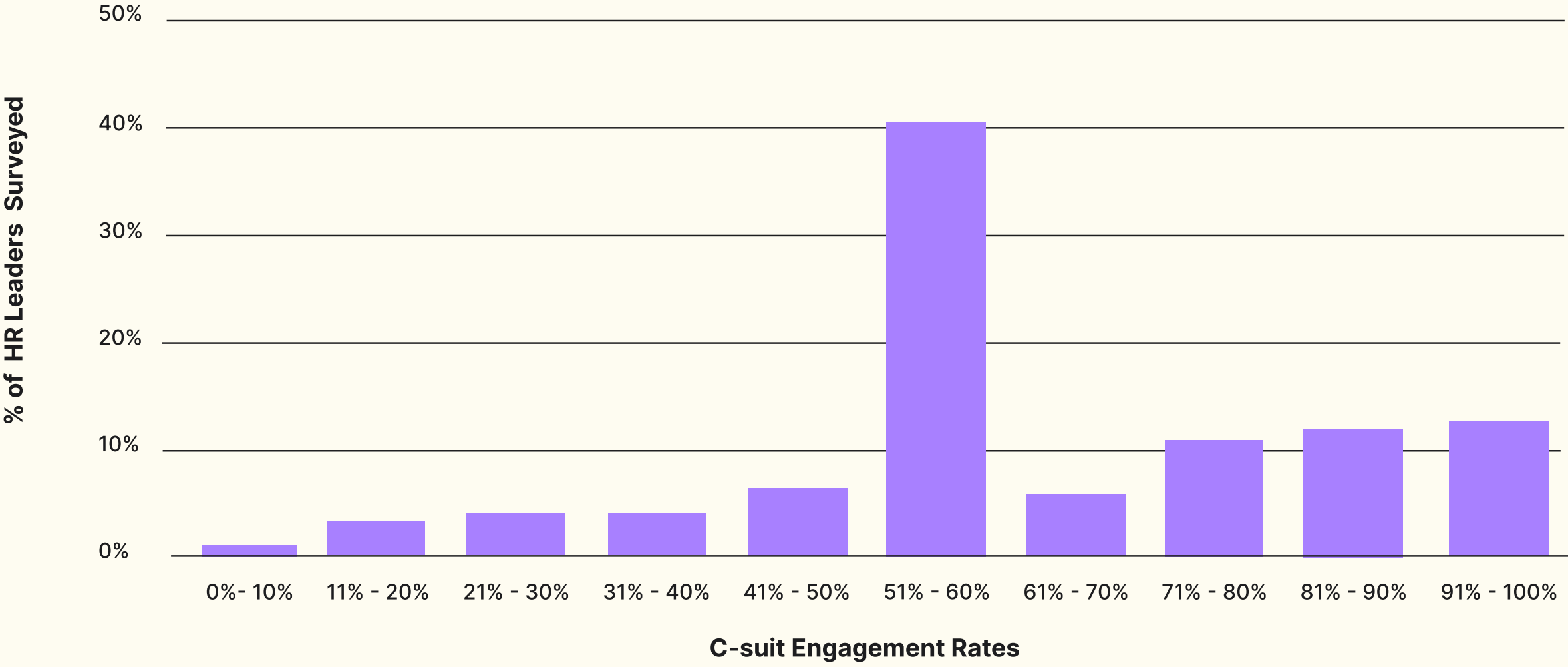
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS



Germany

96% of HR leaders say their wellbeing program increases employee productivity.

88% of HR leaders see employees take fewer sick days as a result of their wellbeing program.

88% of companies tracking their wellness program ROI see positive returns.

72% of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

79% of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

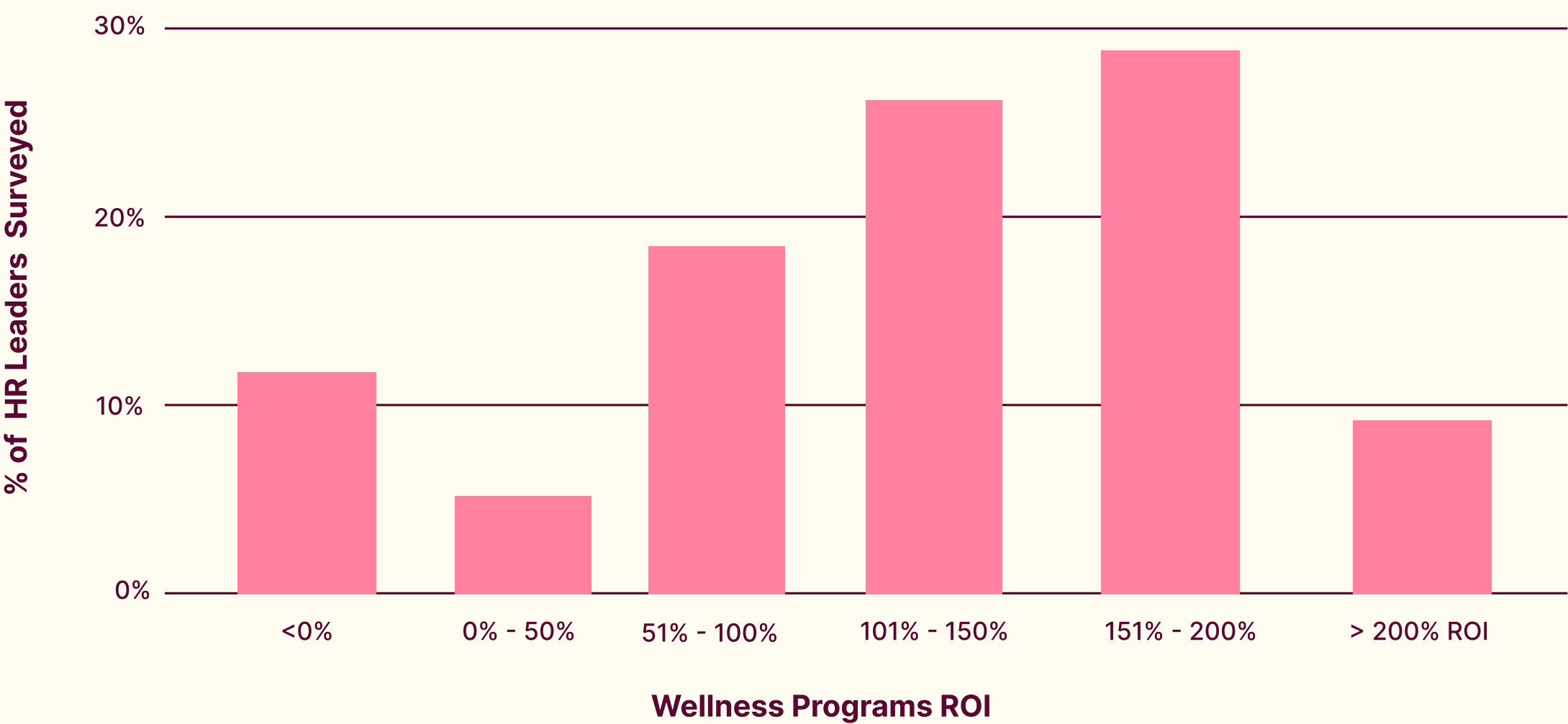
68% of HR leaders say their wellbeing program reduces turnover.

72% of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

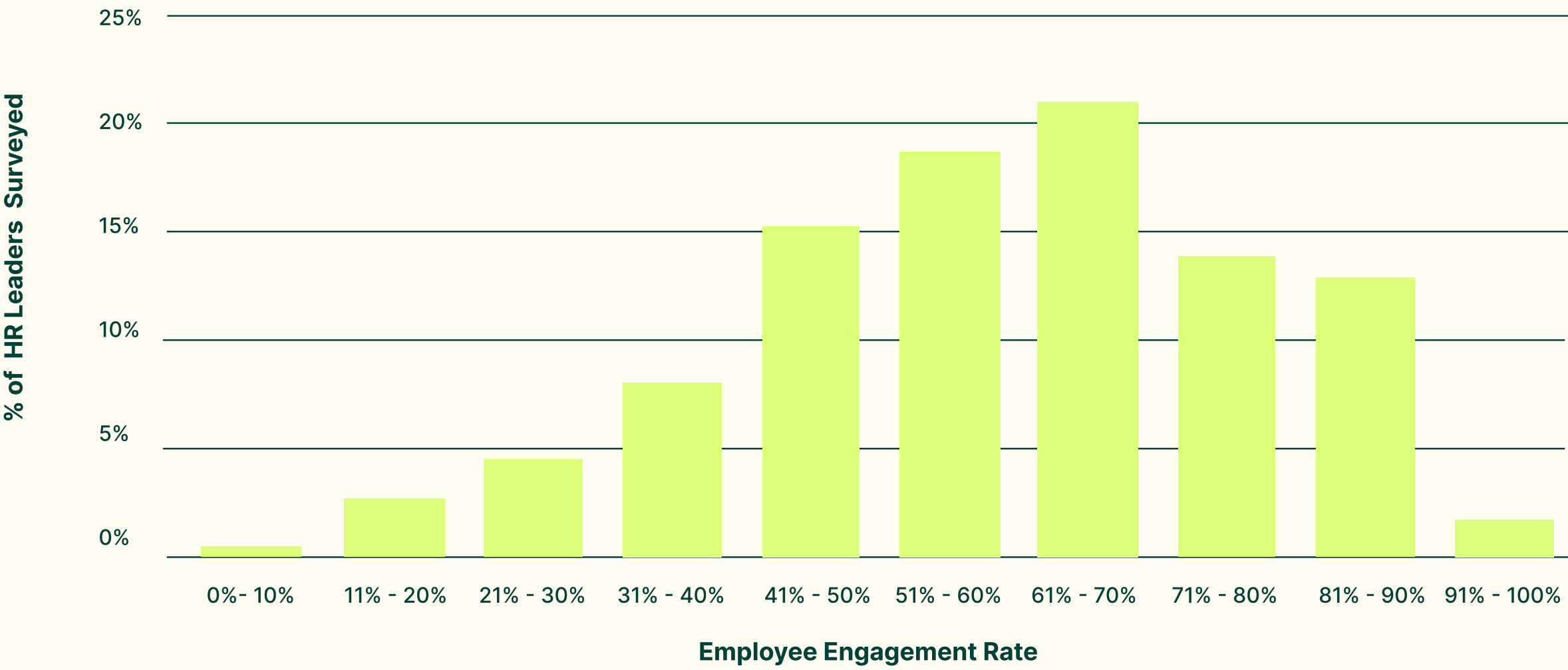
73% of companies see a return over 100% from their wellbeing program investment.

02% of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

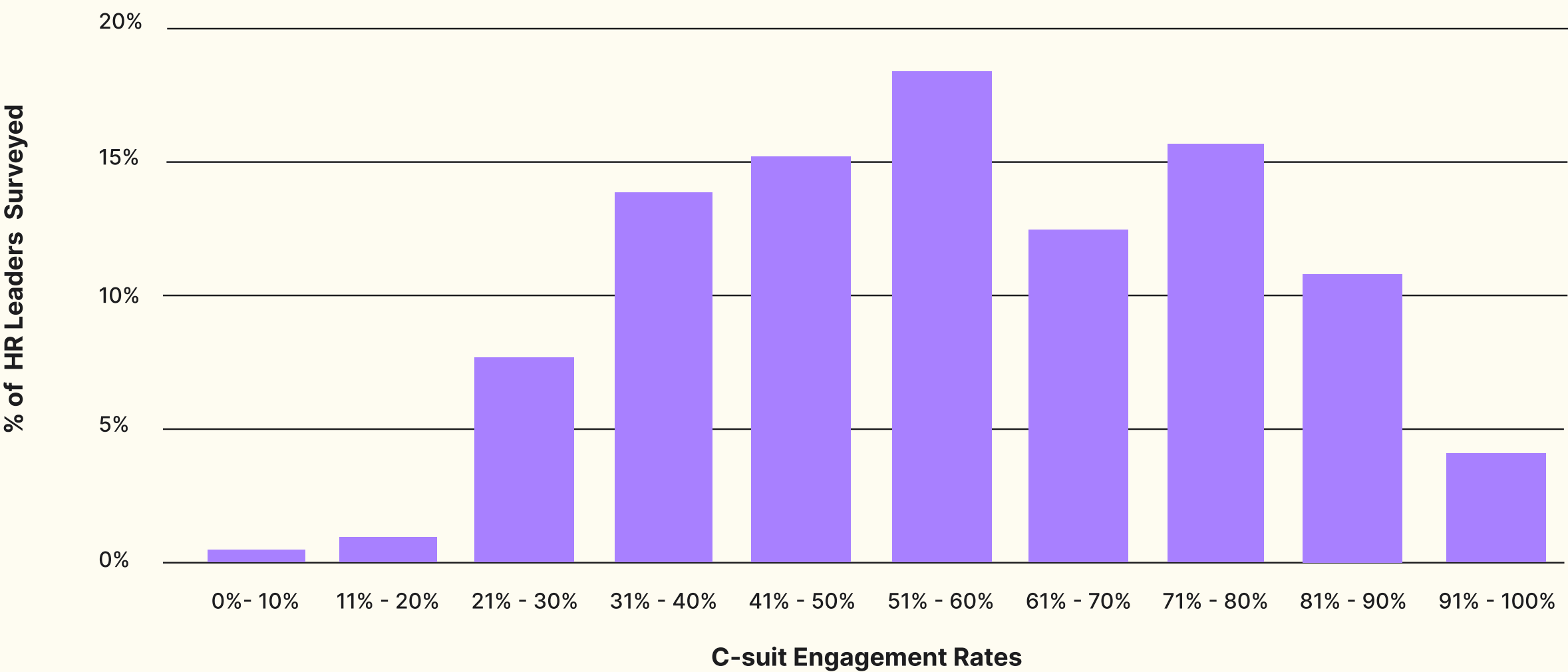
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS



Italy

100%

of HR leaders say their wellbeing program increases employee productivity.

94%

of HR leaders say their wellbeing program reduces turnover.

84%

of HR leaders see employees take fewer sick days as a result of their wellbeing program.

94%

of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

94%

of companies tracking their wellness program ROI see positive returns.

49%

of companies see a return over 100% from their wellbeing program investment.

94%

of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

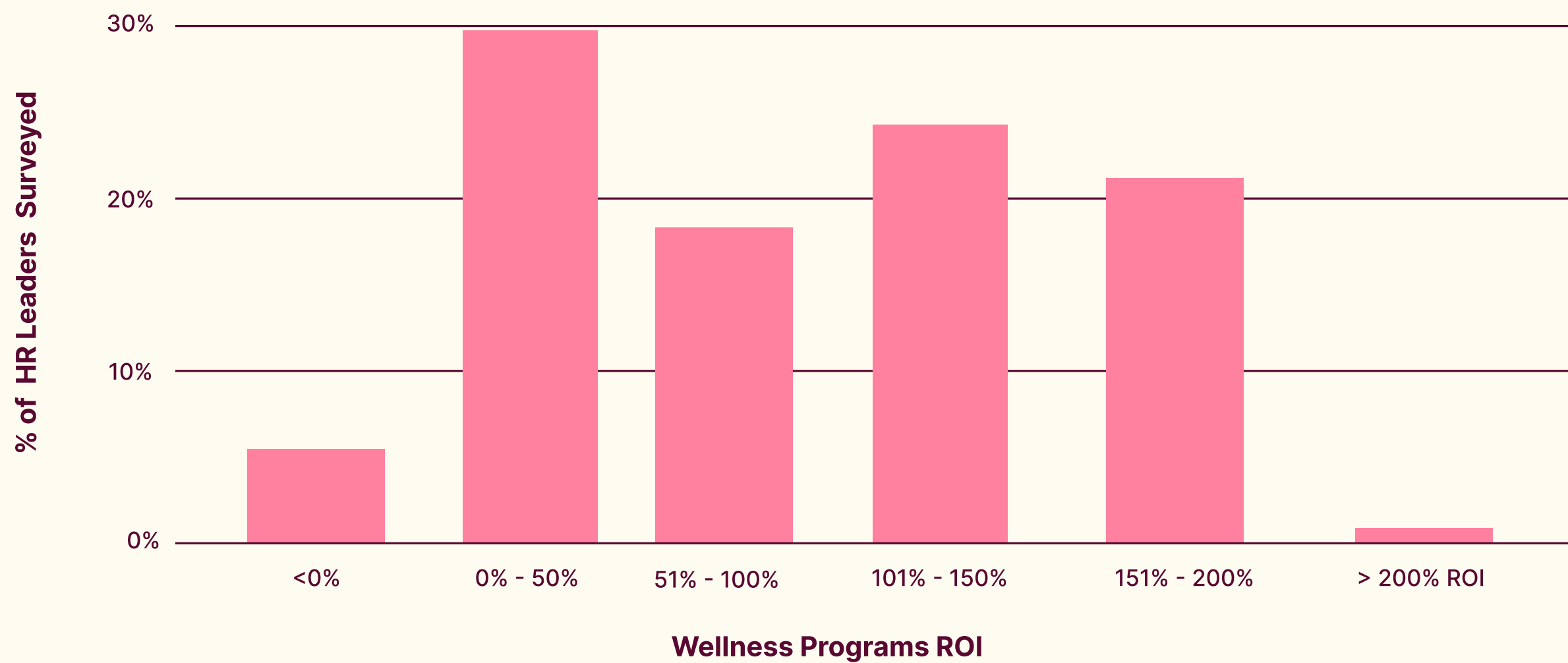
04%

of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

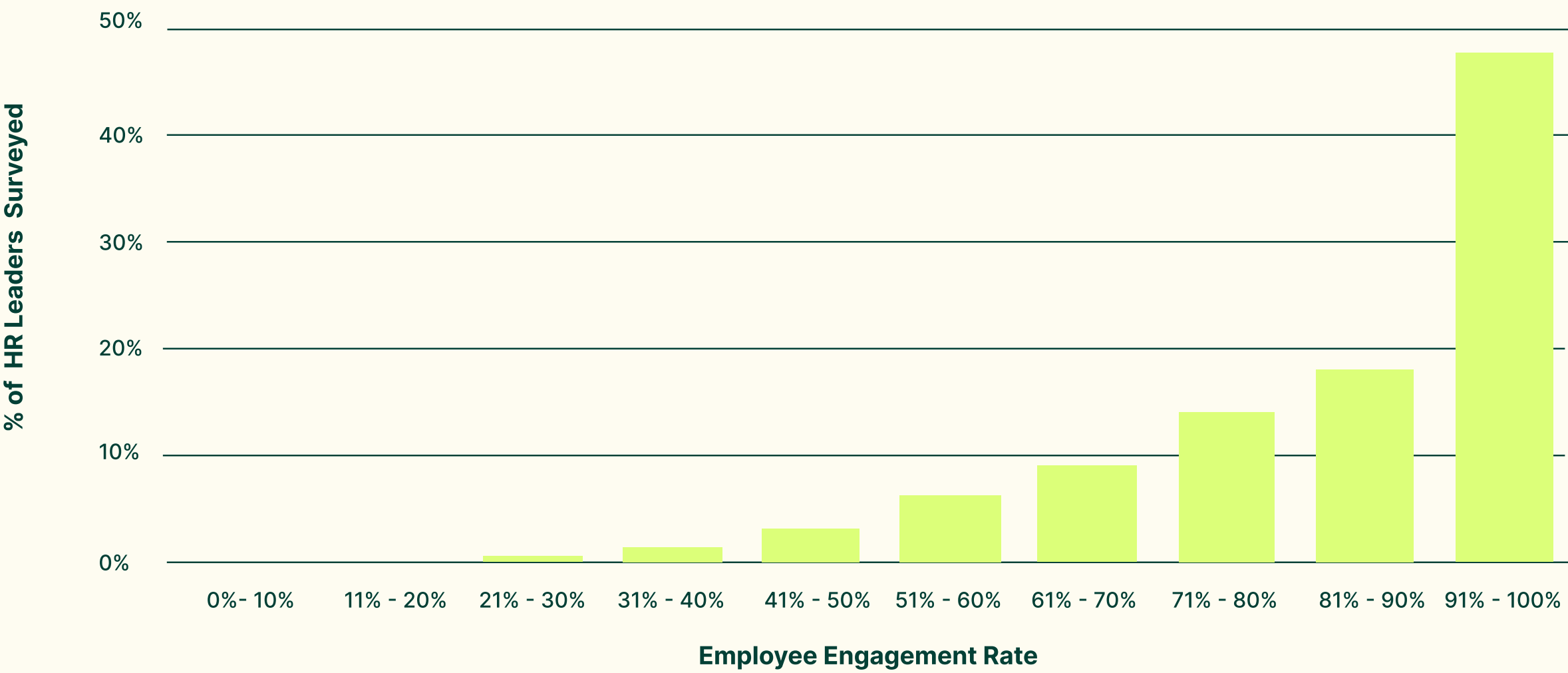
96%

of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

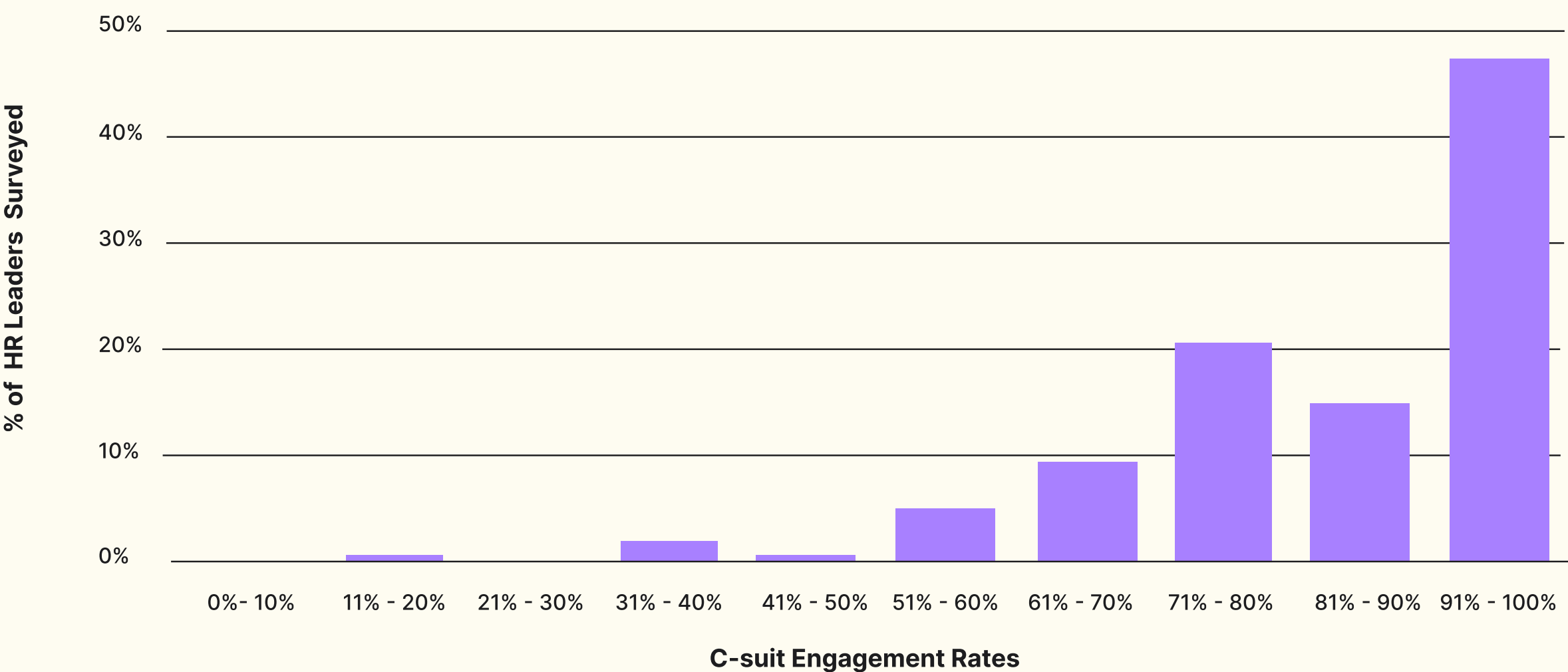
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS



Mexico

99% of HR leaders say their wellbeing program increases employee productivity.

86% of HR leaders see employees take fewer sick days as a result of their wellbeing program.

88% of companies report healthcare costs decrease because of their wellbeing program.

99% of companies tracking their wellness program ROI see positive returns.

90% of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

90% of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

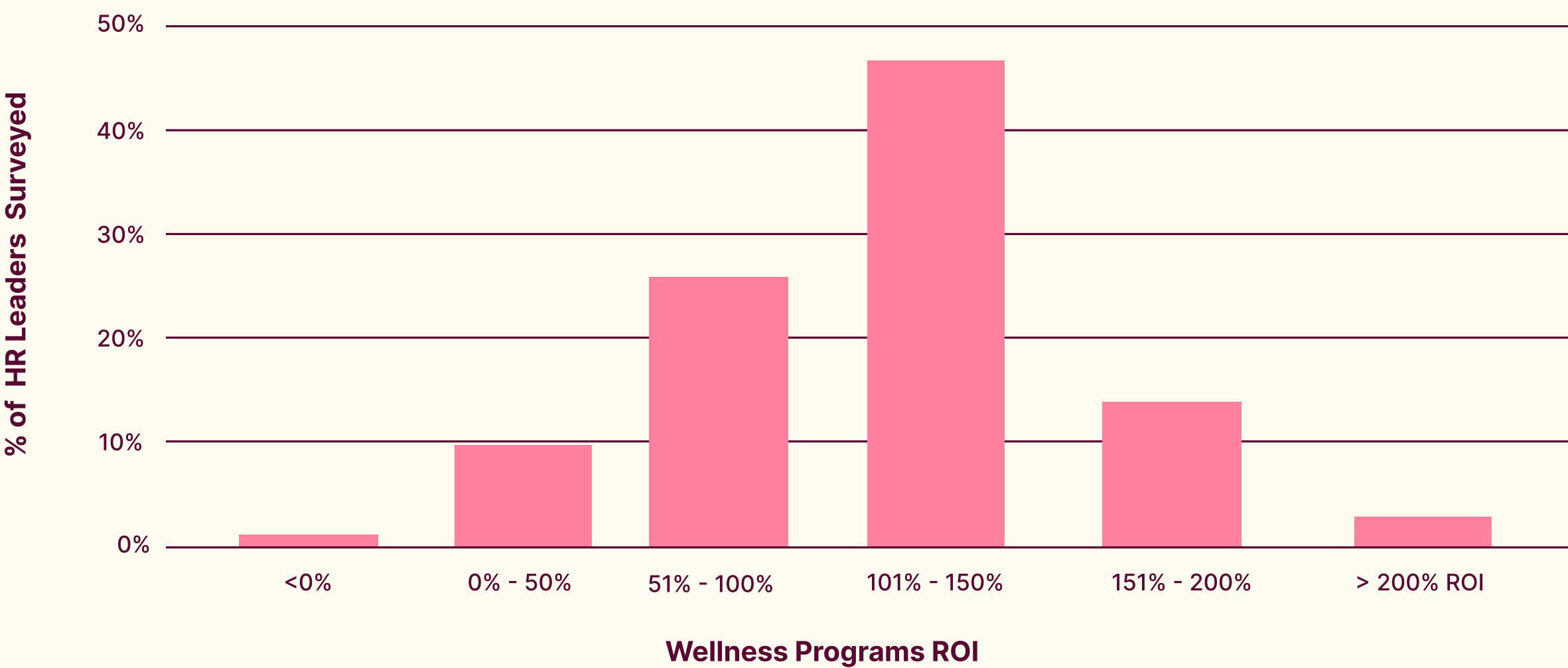
89% of HR leaders say their wellbeing program reduces turnover.

84% of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

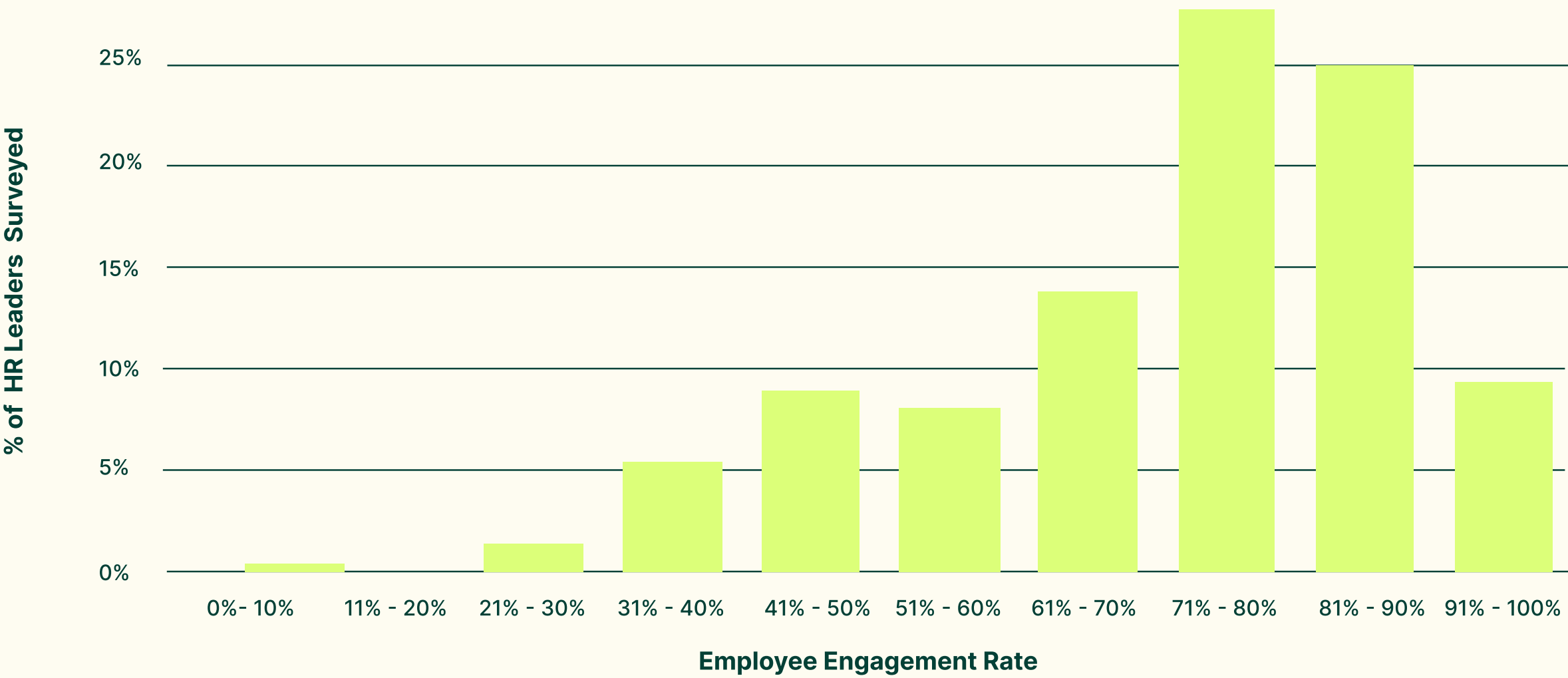
64% of companies see a return over 100% from their wellbeing program investment.

15% of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

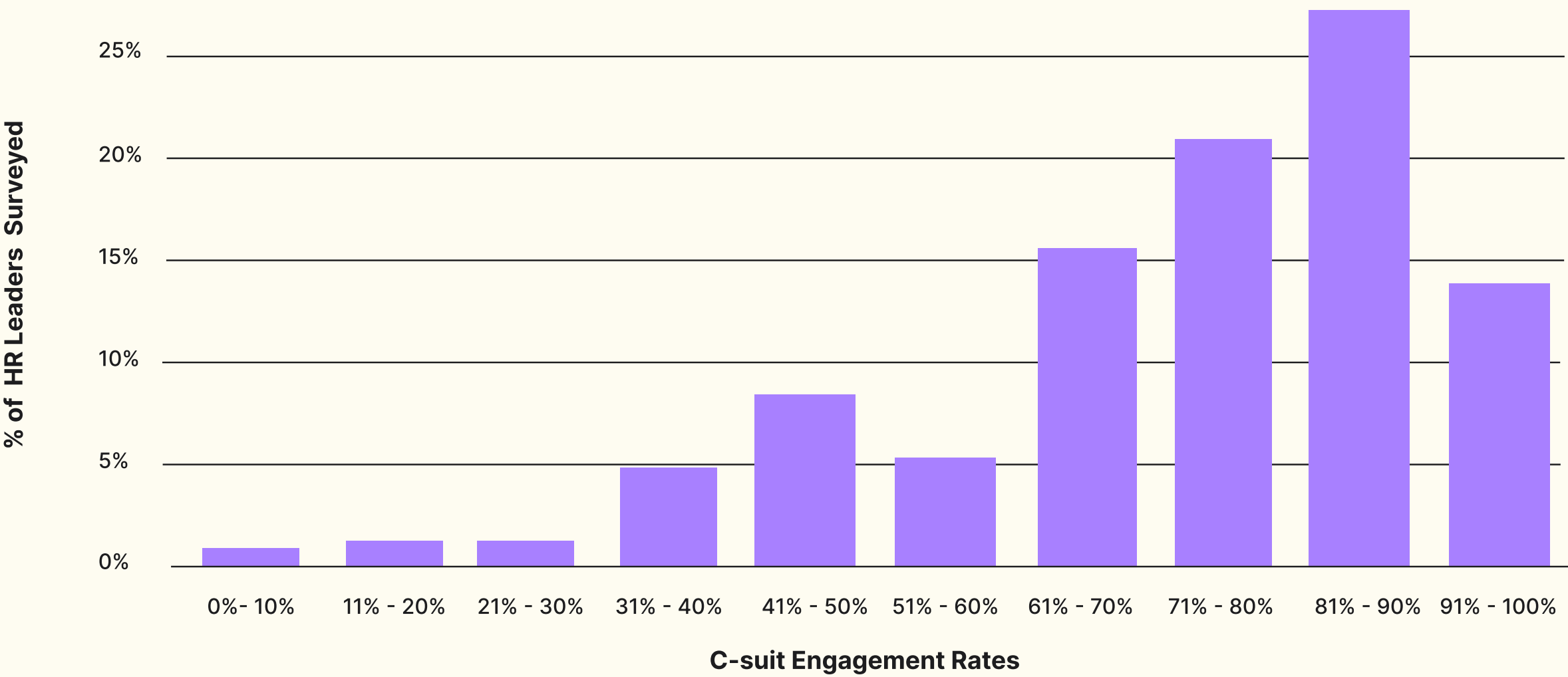
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS



Spain

100%

of HR leaders say their wellbeing program increases employee productivity.

92%

of HR leaders see employees take fewer sick days as a result of their wellbeing program.

98%

of companies report healthcare costs decrease because of their wellbeing program.

100%

of companies tracking their wellness program ROI see positive returns.

95%

of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

95%

of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

94%

of HR leaders say their wellbeing program reduces turnover.

91%

of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

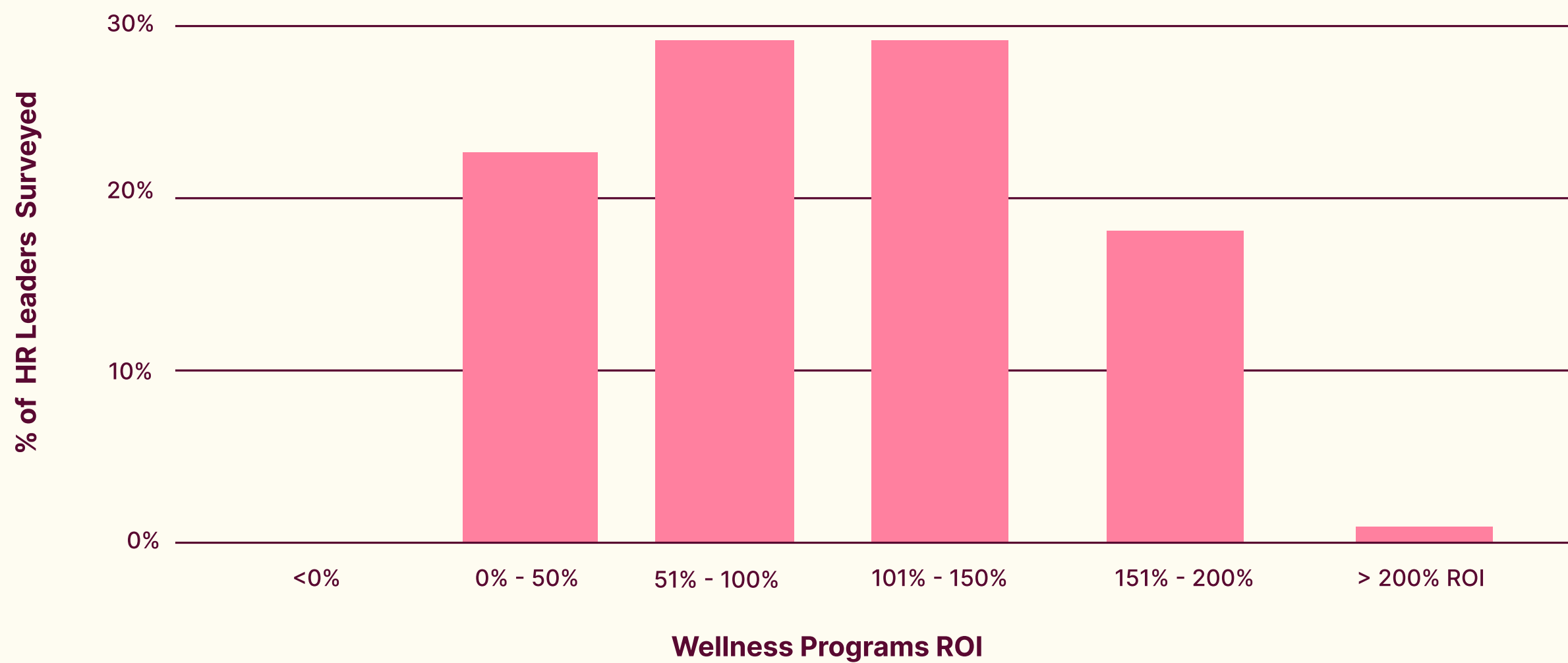
48%

of companies see a return over 100% from their wellbeing program investment.

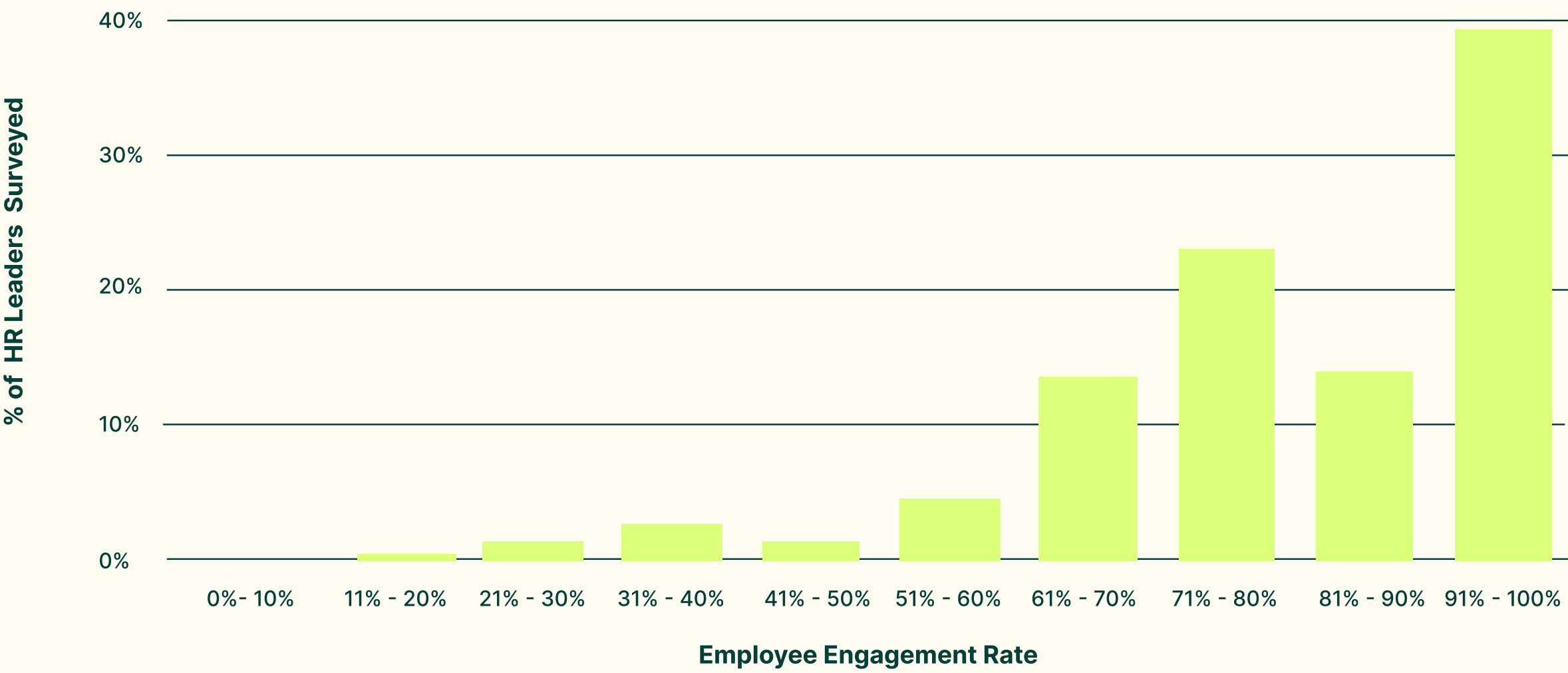
08%

of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

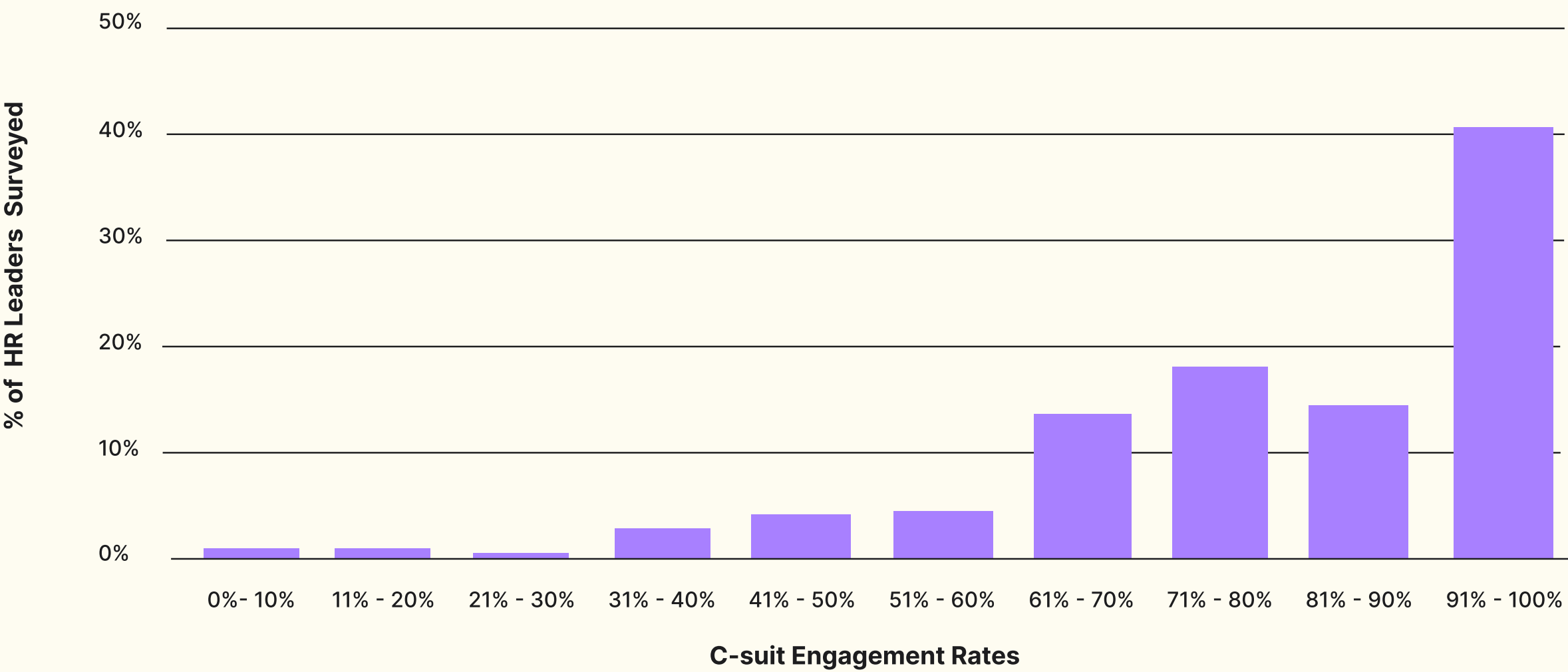
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS



United States

98% of HR leaders say their wellbeing program increases employee productivity.

82% of HR leaders see employees take fewer sick days as a result of their wellbeing program.

79% of companies report healthcare costs decrease because of their wellbeing program.

98% of companies tracking their wellness program ROI see positive returns.

88% of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

79% of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

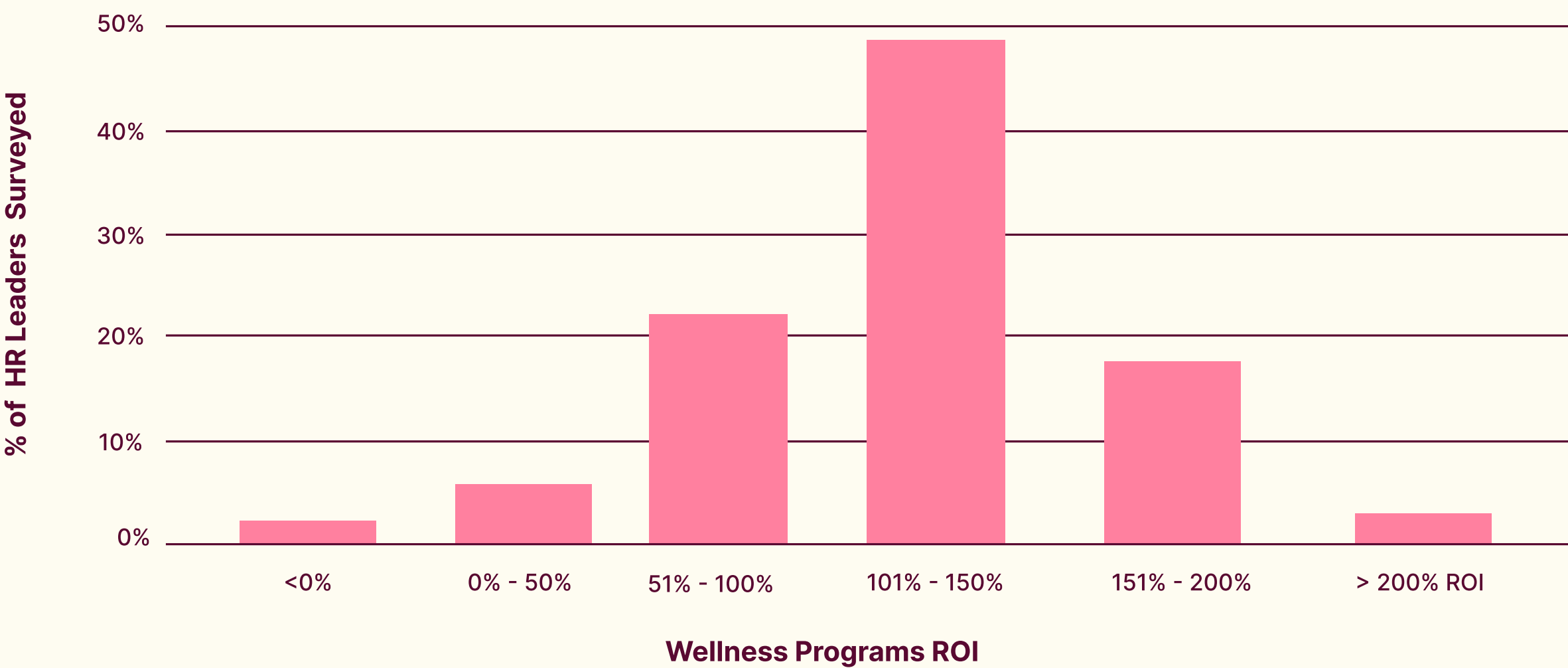
87% of HR leaders say their wellbeing program reduces turnover.

83% of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

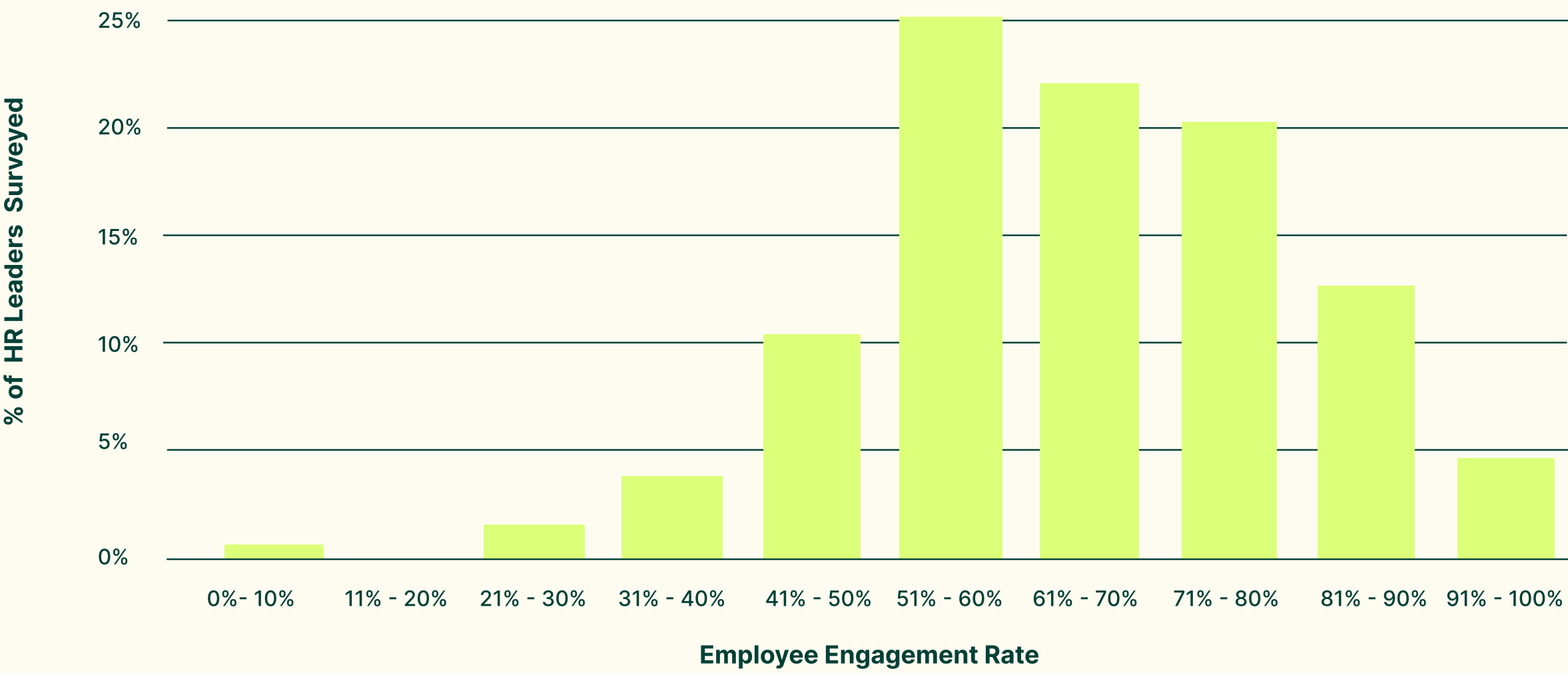
71% of companies see a return over 100% from their wellbeing program investment.

88% of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

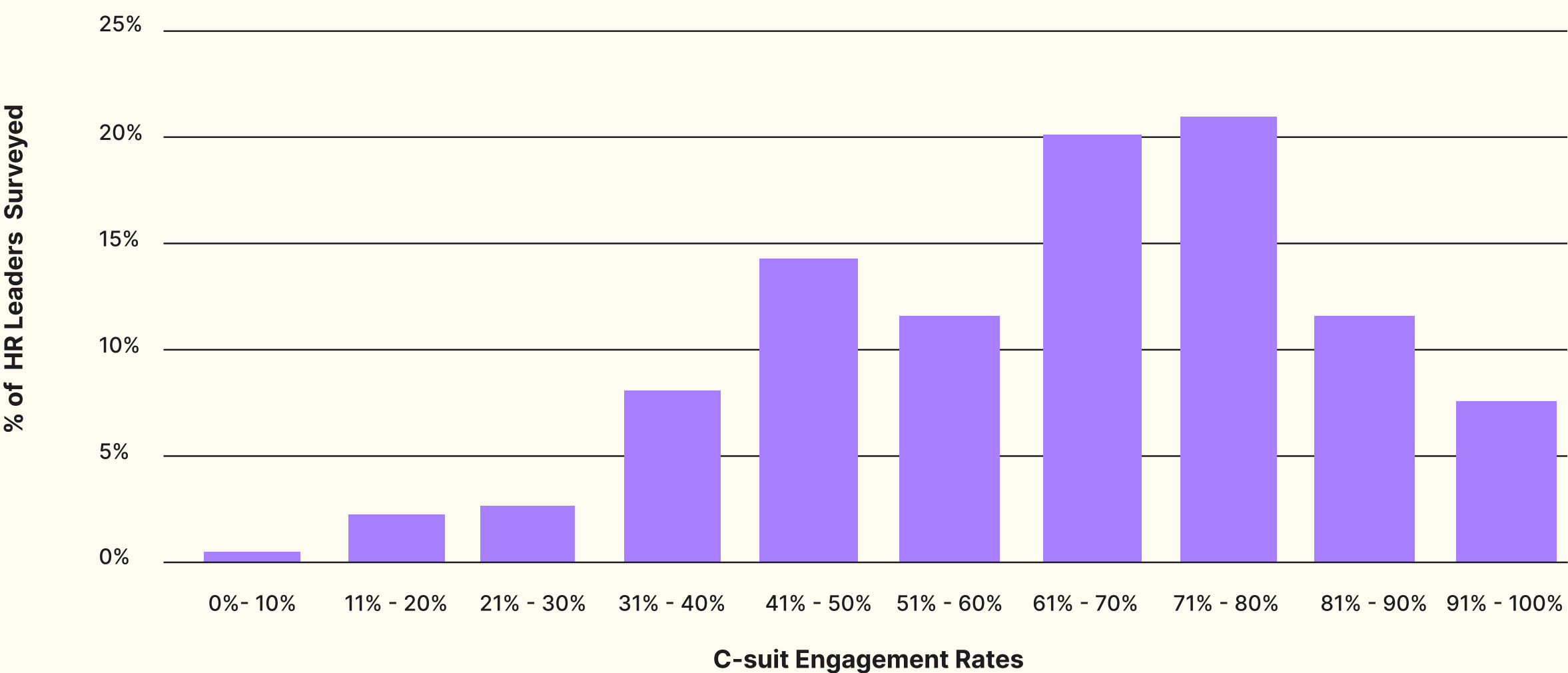
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS



United Kingdom

97% of HR leaders say their wellbeing program increases employee productivity.

91% of HR leaders see employees take fewer sick days as a result of their wellbeing program.

89% of companies report healthcare costs decrease because of their wellbeing program.

91% of companies tracking their wellness program ROI see positive returns.

78% of HR leaders report their wellbeing program is 'extremely' or 'very' important to employee satisfaction.

75% of HR leaders say their wellbeing program is a 'very' or 'extremely' important part of increasing employee resilience to work-related challenges.

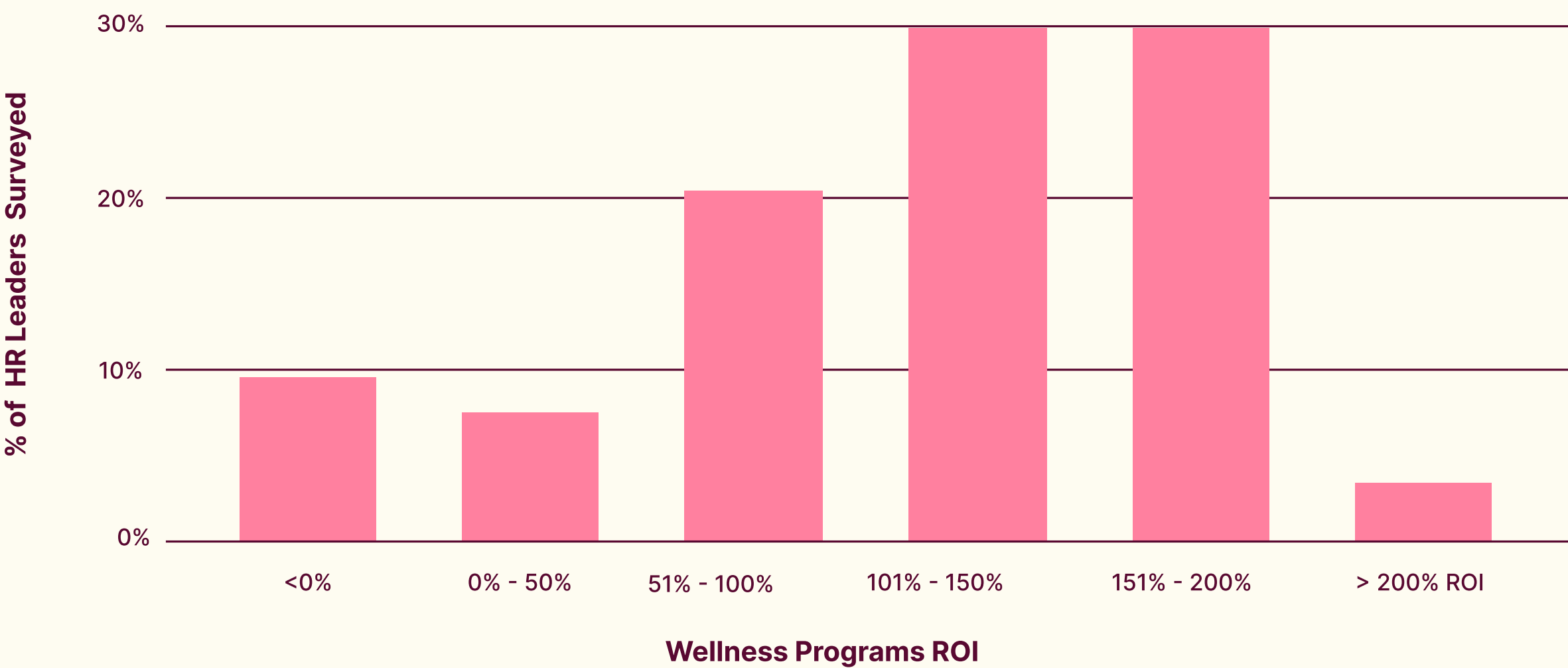
76% of HR leaders say their wellbeing program reduces turnover.

75% of HR leaders categorise their wellbeing program as 'very' or 'extremely' important to talent acquisition.

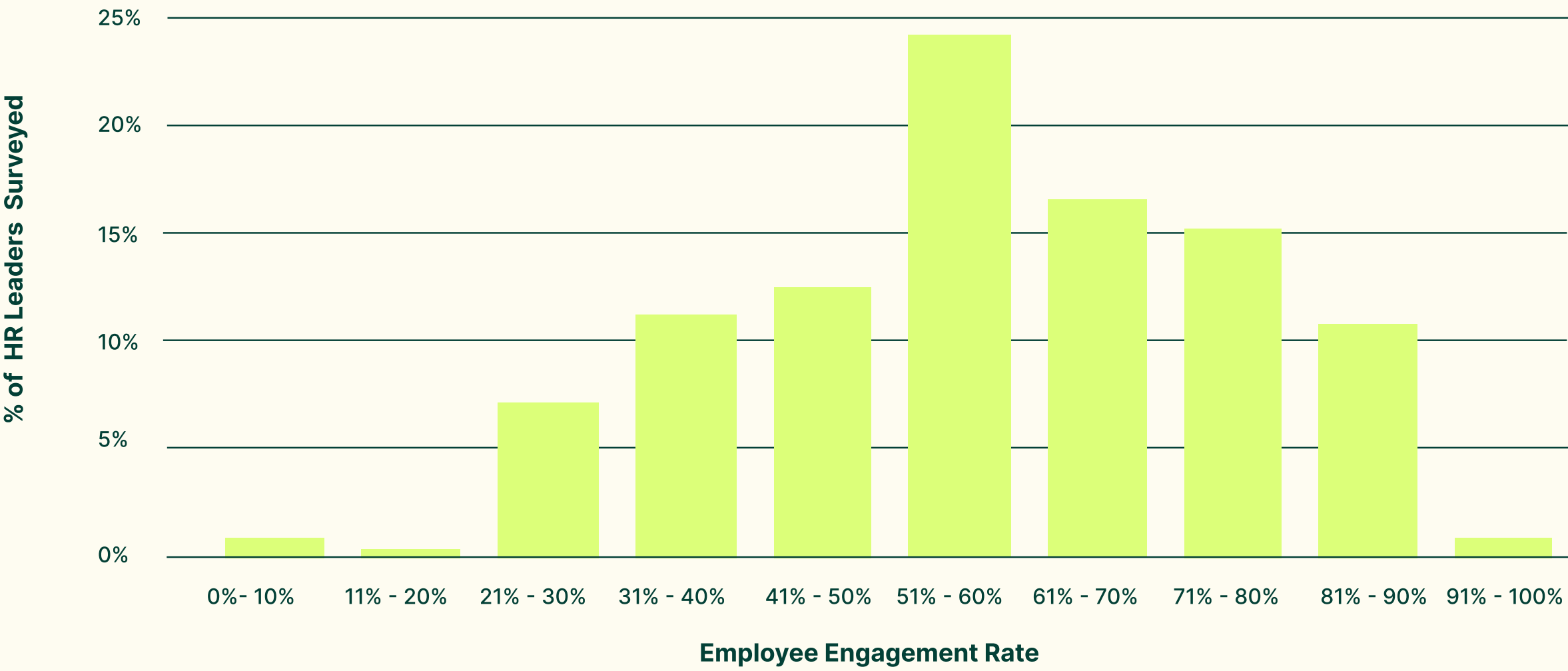
69% of companies see a return over 100% from their wellbeing program investment.

05% of HR leaders say their wellbeing program reduced the average number of sick days taken by at least five days, or a full work week.

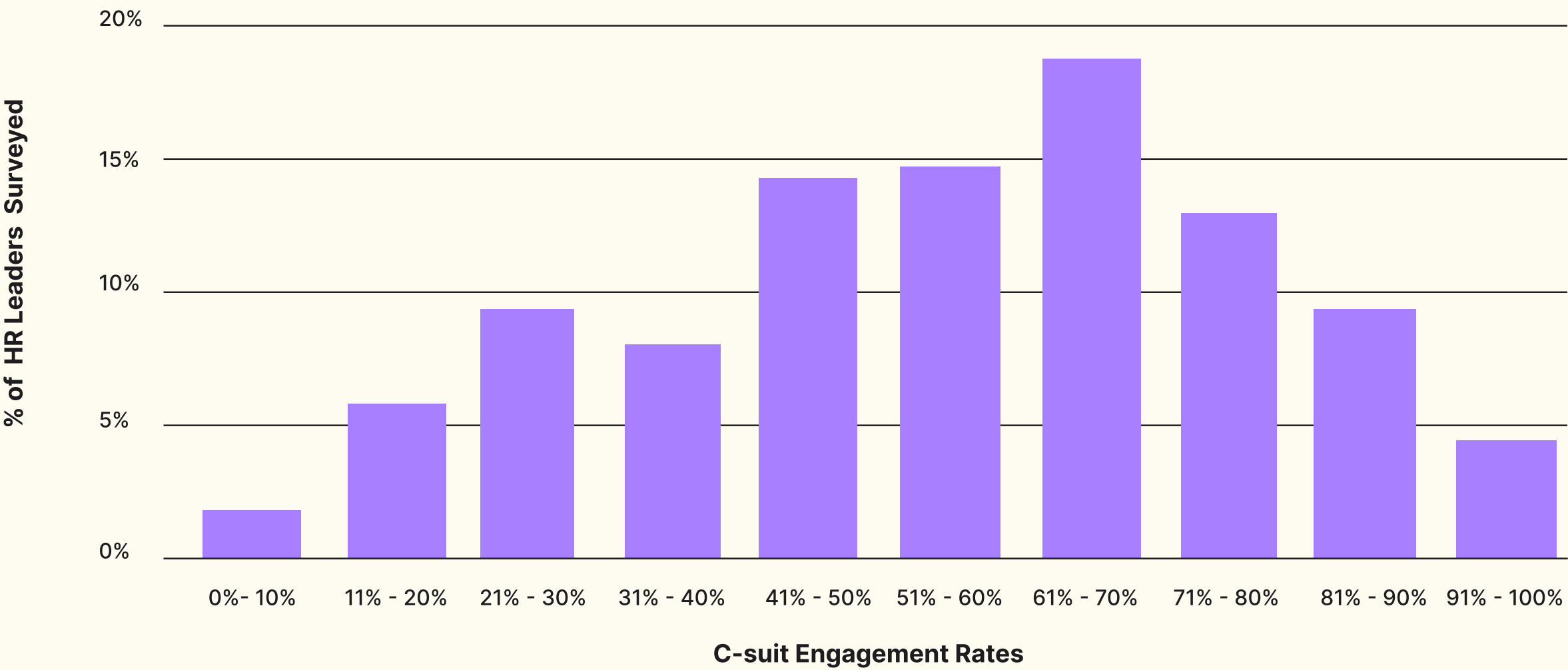
RETURN COMPANIES SEE FROM THEIR WELLBEING PROGRAMS



EMPLOYEE PARTICIPATION IN WELLBEING PROGRAMS



C-SUITE PARTICIPATION IN WELLBEING PROGRAMS





About Wellhub

Wellhub is the most loved corporate wellness platform, offering the best network of gyms, studios, classes, personal trainers, and wellness apps — all in one employee benefit. More than 15,000 companies use Wellhub to help their employees move, eat, sleep, and feel better with access to fitness and wellness partners in subscriptions that cost up to 50% less than traditional memberships.*

Wellhub more than doubles the number of employees engaged with wellness. This widespread participation results in workforces that are [40% less likely to turnover](#)** and saves their companies [up to 35% on healthcare costs](#)*** Investing in employee wellbeing is investing in company performance. Get started at [Wellhub.com](#).

“As a child, I was always sick, constantly visiting the doctor. I needed to use an inhaler, and sleep sitting up because I couldn’t breathe. I was in and out of the pharmacy, having to take pills. Today, I no longer need them, my physical exams are great and fortunately there are no signs of bronchitis or asthma anymore.”

Nathaly Alves Lucena, Brazilian fitness influencer who transformed her health and lost 108 pounds with Wellhub.

“I don’t take it for granted that our leadership understands how critical wellness programs, like Wellhub, are to both employee satisfaction and our bottom line.”

Alyssa Leo, Director of Wellness Experience at Verizon.



OUR CLIENT
IMPACT***

25%

have four out of five
employees engaged in
the program

77%

earn more than \$2 from
every \$1 invested

91%

experience healthcare
costs decreases

15%

see average sick day
utilisation decrease by
a week or more

45%

say their wellness
program is important
to talent acquisition

52%

see employee productivity
significantly increase

OUR GLOBAL
IMPACT

11

countries

400 million

check-ins

2.6 million

subscribers

55,000+

in-person and
virtual gyms,
classes, trainers
and wellbeing apps

7,500+

cities

15,000+

clients

900+

activities

12 billion

minutes of
employee wellbeing

* Based on internal data.
** Internal study conducted by Wellhub with Brazilian clients. Data compared two test groups (more than 17,000 Gympass users with up to 4 check-ins/month and users with more than 5 check-ins/month) and a control group (more than 2,000 non-users).
*** Internal study conducted by Wellhub with Brazilian clients from January 2019-May 2022; users considered 'moderate and above' with >5 check-ins/mo.
**** Based on Return on Wellbeing 2024 survey responses

11 Appendices

Methodology

Wellhub conducted its Return on Wellbeing 2024 survey to assess the fiscal impact of wellbeing programs, and how companies can get the highest return possible.

Between December 13, 2023 to January 5, 2024, 2,011 human resources leaders were surveyed online through the polling agency QuestionPro. The response pool included only CHROs, vice presidents, directors, and managers in the human resource department of a company that currently offers an employee wellbeing program. The results have a 95% confidence level and a 7% margin of error. Response options for the survey's

51 questions (see "Survey Questions") included Likert Scales, multiple choice, and multi-choice selections, as well as one open response question.

The countries included in this survey were the: United States and United Kingdom, Brazil, Argentina, Chile, Spain, Italy, Germany, and Mexico. Between 222 and 228 responses were collected from each country.

Where necessary, question sets and response options were adapted to reflect regional variations in benefit availability. For example, "How has your wellbeing program impacted the cost of your health care benefits?" was not asked in Germany or Italy as healthcare is not tied to employment in those countries.



Survey Questions

The following questions were presented to the U.S. survey participants. Each inquiry was translated and localized as appropriate for the other countries included in the poll.

PART 1: DEMOGRAPHIC/COMPANY INFORMATION

- In which department do you work?
- What is your role?
- How many full-time employees (FTEs) are in your company?
- Which of the following industries best describes your company?
- When were you born?
- Of those that you offer, which wellbeing program gets the least engagement? (select one)
- Which wellbeing programs do you think would be most valued by your employees, even if you do not currently offer them? (select all that apply)
- How many vendors do you currently use within your wellbeing program?
- Do you use a benefits broker for your wellness program?
- Which of the following fitness programs does your wellbeing program include? (select all that apply)
- Of the fitness programs offered by your company, which is the most popular with your employees? (select one)

PART 2: YOUR WELLBEING PROGRAM

- Which of the following benefits does your company offer to employees? (select all that apply)
- Which wellbeing programs do you offer as part of your overall benefits program? (select all that apply)
- Of those that you offer, which wellbeing program gets the most engagement? (select one)
- Which of the following mental wellbeing programs does your wellbeing program include? (select all that apply)
- Of the mental wellbeing programs offered by your company, which is the most popular with your employees? (select one)
- Which of the following financial wellness tools & education does your wellbeing program include? (select all that apply)

- Of the financial wellness tools & education offered by your company, which is the most popular with your employees? (select one)

PART 3: YOUR PERSONAL WELLBEING

- How would you rate your overall wellbeing?
- How often do you personally engage in your wellbeing program?
- How helpful is your wellbeing program in support of your personal wellness goals?
- How does your wellbeing program improve your wellbeing at work? (select all that apply)

PART 4: MEASURING THE IMPACT OF YOUR WELLBEING PROGRAM

- What metrics do you use to measure the success of your corporate wellbeing programs?
- How important is employee engagement to the success of your wellbeing program?
- Approximately what percent of your eligible employees take advantage of your wellbeing program?

- Approximately what percent of your C-suite leaders take advantage of your wellbeing program?
- Does your company measure the specific return on investment (ROI) of your wellbeing program?
- Do you see a positive or negative return on investment (ROI) from your wellbeing program?
- If so, approximately what returns are you seeing on your investment in your wellbeing program?
- To what extent do you agree with this statement: Increasing employee engagement in your wellbeing program drives a higher ROI.
- How has your wellbeing program impacted the average number of sick days taken by your employees?
- How has your wellbeing program improved the productivity of your employees?
- How has your wellbeing program impacted the cost of your health care benefits?
- How important is your wellbeing program to employee satisfaction?
- How important is your wellbeing program to employee retention?

- How important is your wellbeing program for talent acquisition?
- How important is your wellbeing program in increasing the resilience of your employees to overcome work-related challenges?
- How important is it that your wellbeing program includes a variety of options for your employees?
- How important is it to have a comprehensive all-in-one wellbeing platform to run your entire wellbeing program?

PART 5: HOW TO INCREASE ENGAGEMENT IN YOUR WELLBEING PROGRAM

- What strategies have you implemented to increase employee engagement? (select all that apply)
- What strategies have been the most successful in increasing employee engagement in your wellbeing program? (select one)
- What challenges have impacted engagement in your wellbeing program? (select all that apply)
- What challenges have had the largest impact on engagement in your wellbeing program? (select one)

- How important is it for employees to see senior leadership participating in your wellbeing program?
- Which types of employee challenges have you tried to increase engagement in your wellbeing program? (select all that apply)
- Which types of employee challenges have been the most impactful in increasing engagement? (select one)
- How important is gamification to increasing engagement of your wellbeing program? What gamification strategies have been most impactful?
- How often do you adjust your wellbeing program based on employee engagement?
- How important are employee testimonials and success stories to increasing engagement in your wellbeing program?

Demographics

WHAT IS YOUR ROLE?	
	PERCENTAGE
C-Level	39%
Vice President	15%
Director	22%
Manager	24%
Coordinator	0%
Individual Contributor	0%
Other	0%
TOTAL	100%

WHAT IS YOUR ROLE?	
	PERCENTAGE
1 - 20 FTEs	1%
21 - 100 FTEs	8%
101 - 500 FTEs	19%
501 - 1,000 FTEs	28%
1,001 - 5,000 FTEs	34%
5,001 - 10,000 FTEs	7%
> 10,001 FTEs	3%
TOTAL	100%

WHICH OF THE FOLLOWING INDUSTRIES BEST DESCRIBES YOUR COMPANY?	
	PERCENTAGE
Advertising & Marketing	3%
Aerospace	1%
Agriculture	3%
Computer & Technology	11%
Construction	13%
Education	7%
Energy	1%
Entertainment	2%
Fashion	2%
Finance & Economic	22%
Food & Beverage	5%
HealthCare	3%
Hospitality	2%
Manufacturing	12%
Media & News	1%
Mining	1%
Pharmaceutical	0%
Telecommunication	2%
Transportation	3%
Other	5%
TOTAL	100%

Citations

1. Swarbrick, M. (1997, March). A wellness model for clients. ResearchGate. https://www.researchgate.net/publication/281208344_Swarbrick_M_March_1997_A_wellness_model_for_clients_Mental_Health_Special_Interest_Section_Quarterly_20_1-4
2. Stoewen, D. L. (2017, August). Dimensions of Wellness: Change Your Habits, change your life. The Canadian Veterinary Journal. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5508938/>
3. State of People Strategy Report 2024 | Lattice. (n.d.). <https://lattice.com/state-of-people-strategy-report-2024>
4. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
5. Global labor Productivity 2022: Stagnating, but still above prepandemic levels. (n.d.). The Conference Board. <https://www.conference-board.org/publications/Global-Labor-Productivity2022>
6. Dieppe, A., & Kose, M. A. (2020, November 17). The global productivity slump: What policies to rekindle? Brookings. <https://www.brookings.edu/articles/the-global-productivity-slump-what-policies-to-rekindle/>
7. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
8. Minemyer, P. WTW: Global insurers brace for healthcare cost hikes over next several years. (2023, December 11). Fierce Healthcare. <https://www.fiercehealthcare.com/payers/wtw-global-insurers-brace-healthcare-cost-hikes-over-next-several-years>
9. Minemyer, P. WTW: Global insurers brace for healthcare cost hikes over next several years. (2023, December 11). Fierce Healthcare. <https://www.fiercehealthcare.com/payers/wtw-global-insurers-brace-healthcare-cost-hikes-over-next-several-years>
10. 2024 Global Medical Trends Survey. (2023, November 20). WTW. <https://www.wtwco.com/en-us/insights/2023/11/2024-global-medical-trends-survey>
11. Summary of Findings - 10240 | KFF. (2023, December 8). KFF. <https://www.kff.org/report-section/ehbs-2023-summary-of-findings/>
12. 2021 Employer Health Benefits Survey | KFF. (2021, November 10). KFF. <https://www.kff.org/mental-health/report/2021-employer-health-benefits-survey/>

13. Worker illness and injury costs U.S. employers \$225.8 billion annually. (2015, January 28). CDC Foundation. <https://www.cdcfoundation.org/pr/2015/worker-illness-and-injury-costs-us-employers-225-billion-annually>
14. ZipRecruiter Inaugural Employer Survey: With labor shortages here to stay, U.S. employers are pulling out all the stops. (n.d.). Business Wire. <https://www.businesswire.com/news/home/20231011321012/en/ZipRecruiter-Inaugural-Employer-Survey-With-Labor-Shortages-Here-to-Stay-U.S.-Employers-Are-Pulling-Out-All-the-Stops>
15. Future of Recruiting 2023 | LinkedIn Talent Solutions. (n.d.). The 2023 Future of Recruiting Report | LinkedIn Talent Solutions. <https://business.linkedin.com/talent-solutions/resources/future-of-recruiting>
16. Gympass. (2023, May 18). Return on Wellbeing Report 2023. <https://gympass.com/en-us/resources/research/return-on-wellbeing-study-2023>
17. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
18. Gympass. (2022, October). The State of Work-Life Wellness 2022. <https://www.gympass.com/en-us/resources/report>
19. The 2022 Essential Retention Guide | BambooHR. (n.d.). <https://www.bamboohr.com/resources/ebooks/the-2022-essential-retention-guide>
20. Wellable. (2024, February 21). 120 Employee Wellness Statistics for 2024. Wellable. <https://www.wellable.co/blog/employee-wellness-statistics/>
21. Gympass. (2023, May 18). Return on Wellbeing Report 2023. <https://gympass.com/en-us/resources/research/return-on-wellbeing-study-2023>
22. Gofroth, A. The Great Gloom: Employees unhappier than ever, report finds. (2023, August 31). benefitspro. com. <https://www.benefitspro.com/2023/08/30/the-great-gloom-employees-unhappier-than-ever-survey-finds/>
23. Impact of employee's job satisfaction on organizational performance. (n.d.). European Journal of Business and Management, 5(5), ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). <https://core.ac.uk/download/pdf/234624612.pdf>

24. Talent acquisition statistics you need to know in 2023 | InStride. (n.d.). <https://www.instride.com/insights/talent-acquisition-recruitment-statistics/>
25. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
26. Gurchiek, K. (2023, December 21). Report: Employees Say Support for their Well-Being Falls Short. SHRM. <https://www.shrm.org/topics-tools/news/report-employees-say-support-well-falls-short>
27. Mental health stigma at work - why it's a problem | Kaiser Permanente. (2023, December 15). Business Health Care | Choose Better | Kaiser Permanente®. <https://business.kaiserpermanente.org/insights/mental-health-workplace/mental-health-stigma-costs>
28. Judah, G., Gardner, B., Kenward, M. G., DeStavola, B., & Aunger, R. (2018). Exploratory study of the impact of perceived reward on habit formation. *BMC Psychology*, 6(1). <https://doi.org/10.1186/s40359-018-0270-z>
29. Sgroi, D. PhD. (2015, October). Happiness and Productivity: Understanding the Happy-Productive Worker. The University of Warwick. https://warwick.ac.uk/fac/soc/economics/staff/dsgroi/impact/hp_briefing.pdf
30. Workshop. (2023, November 30). 2024 Internal Communication Trends Report | Workshop: The best email platform for internal communications. Workshop: The Best Email Platform for Internal Communications. <https://useworkshop.com/internal-communications-trends-report-2024/>
31. SlickText. (2023, May 17). Survey: Chances are, your employees aren't reading your emails. <https://www.slicktext.com/blog/2019/06/survey-workplace-communication-statistics/>
32. Martech, A. (2023, March 27). 5 tips for customer sales incentive and referral programs - Wharton Online. Wharton Online. <https://online.wharton.upenn.edu/blog/5-tips-for-customer-sales-incentive-and-referral-programs/>
33. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
34. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
35. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>

36. <https://www.wellable.co/resources/employee-wellness-industry-trends-reports/2024/>
37. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
38. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
39. Gympass. (2023, October 18). The State of Work-Life Wellness 2024. <https://gympass.com/en-us/resources/research/work-life-wellness-report-2024/>
40. Grocery bills defy inflation trends | LinkedIn. (February, 2024). <https://www.linkedin.com/news/story/grocery-bills-defy-inflation-trends-5710705/>
41. Gympass Year in Motion 2023. (December 4, 2023). <https://gympass.com/en-us/blog/gympass-news/gympass-year-in-motion-2023/>
42. Vinopal, C. (2024, January 19). This Dry January, consider “wellness hours” over “happy hours.” HR Brew. <https://www.hr-brew.com/stories/2024/01/19/employers-decenter-alcohol-events>
43. Gympass Year in Motion 2023. (December 4, 2023). <https://gympass.com/en-us/blog/gympass-news/gympass-year-in-motion-2023/>
44. Forrester Study: Improve Revenue, Improve Employee Experience - WorkJam. (2023, July 28). WorkJam. <https://www.workjam.com/improve-revenue-improve-employee-experience/>
45. What employees want in 2024. (n.d.). <https://www.octanner.com/white-papers/5-culture-trends-2024>

RETURN ON WELLBEING 2024

© Gympass US, LLC (dba Wellhub) 2024
Produced in the United States of America May 2024

Wellhub , and Gympass are trademarks or registered trademarks of Gympass US, LLC, dba Wellhub ("Wellhub"), in the United States and/ or other countries.

This document is current as of the initial date of publication and may be changed by Wellhub at any time. Not all offerings are available in every country in which Wellhub operates.

The performance data and client examples cited are presented for illustrative purposes only. Actual performance results may vary depending on specific operating conditions and other factors. THE INFORMATION IN THIS DOCUMENT IS PROVIDED "AS IS" WITHOUT ANY WARRANTY, EXPRESS OR IMPLIED, INCLUDING WITHOUT ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE.

Wellhub services are warranted according to the terms and conditions of the agreements under which they are provided.

Statements regarding Wellhub's future direction and intent are subject to change or withdrawal without notice, and represent goals and objectives only.