



Employee Wellbeing Solutions that Work

HR Trends
Shaping
2024

Navigating the Future: Human Resource Trends



Human Resource Trends 2024



Employee Wellbeing Solutions that Work

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Introduction

In 2024, the workplace is amidst significant transformation propelled by technological advances and cultural shifts, with Human Resources (HR) at the forefront. This report explores the key trends set to shape HR in the coming year.

HR leaders find themselves at a unique juncture—a once-in-a-generation opportunity to act as the catalyst for success. They can either seize this moment, leveraging the winds of change to future-proof and transform their organisations, or maintain the status quo and risk being left behind with a disengaged and disillusioned workforce.

Some of the prevailing HR trends shaping 2024 include AI implementation and training, skyrocketing disengagement rates, backlash from the “woke” culture wars, evolving hybrid working patterns post Covid, heightened eco-consciousness and the proliferation of personnel data and HR applications.

Additionally, HR will also be tasked with revolutionising job design, aligning individual contributions with organisational goals through a crucial and flexible physical-digital model.

Nonetheless, the digitalisation of the workforce also comes with drawbacks, such as the management of the company brand and reputation on social media. Organisations will continue to grapple with underused EAP systems, provoking a shift towards consolidation, driven by technology aggregating data.

As HR leaders stand at a crossroads, strategic decisions made at this juncture will have repercussions for years to come. The journey ahead calls for HR to embrace innovation, authenticity, and strategic foresight in navigating the evolving professional landscape.



1.

Artificial Intelligence (AI)

Generative AI is transforming the workplace with the introduction of a technology that can be trained to perform both menial and advanced human tasks. The potential to reduce labour costs, enhance overall efficiency, and boost productivity makes AI an inevitable focus for businesses.

The introduction of generative AI into the workplace has the potential to disrupt people processes at a scale that has not been seen since the industrial revolution. HR is therefore integral to how AI is brought in, with HR leaders being required to proactively engage with and encourage AI uptake in their organisation.

The productivity gains from generative AI can be immense. Recent research published by the National Bureau of Economic Research ([NBER](#)) put the productivity gains from the use of generative AI in a call centre at an average of 14%. The research also showed that the quality of work and customer service improved, which will produce further gains in employee and customer retention over time.

Most press reports on AI in the workplace have centred on the potential to replace people, which is inevitable. Talent retention, especially in high-volume, high-demand settings like contact centres, continues to be a key area of concern. AI presents a real opportunity to address talent shortages with the automation of certain services. However, the greater benefits of generative AI are not in replacing human workers but in augmenting and improving existing processes, according to [Forbes](#).

The NBER research showed that newer employees made the largest gains from generative AI, with a 35% boost in productivity. Top-performing employees' work is being used to train the AI, spreading their capabilities to the entire workforce and bringing new employees up to an effective level quickly and efficiently.

This AI-facilitated transfer of competencies can create tensions with top performers who are no longer able to demonstrate superior performance and gain richer rewards from it. To compound this issue, longer-tenured experts benefit less from AI prompts and may even view them as distractions. Therefore, HR will have to manage the challenges that arise from AI being trained on data collected from top performers and transferred to others.

HR must also be cognisant of the potential for implicit bias in generative AI, which can have a discriminatory impact on activities like resume screening and customer service.

Despite the many alarmist stories about generative AI, surveys have indicated a positive sentiment around the technology, particularly regarding new ways of working and flexible work arrangements. However, successful integration requires a people-centred perspective, recognising that sustainable value doesn't come from technology itself but from what people accomplish with it. The challenges raised, including how to reward employees contributing to AI training and redefining supervisory roles, underscore the importance of a thoughtful and empathetic response from CHROs and their teams.

In this evolving landscape, the success of generative AI integration depends on the identification, mitigation, and communication of the human factors involved, emphasising the central role of CHROs and their teams in driving this transformative initiative.



2.



Job Design

In the evolving work landscape, meaningful job design is crucial, driven by the aftermath of the Great Resignation, where a significant amount of the UK workforce quit their jobs, and the growing demand for well-rounded work experiences. HR faces the challenge of overhauling traditional job designs to align individual contributions with organisational goals. This includes demonstrating how work directly contributes to the organisation's objectives through job role reevaluation and redesign, fostering autonomy and creativity.

Balancing work and life is now integral to meaningful job design, with employees seeking flexible arrangements for their overall wellbeing. HR plays a vital role in implementing flexible work models, integrating digital and physical workspaces, exemplified by companies like [HubSpot](#). They prioritise open communication, value individuals, support remote work, offer flexible hours, and provide unlimited vacation for a good work-life balance.

Recognising that work is intertwined with life, HR ought to tailor employee value propositions to diverse workforce segments, enhancing retention and engagement. [Companies like Bain and Company offer unique perks](#), such as externship opportunities, global transfers, parental leave, leaves of absence, and flexitime. Their "take two" perk allows employees to take two months off for personal rejuvenation and goal pursuit.

Beyond financial aspects, meaningful job designs consider compassionate leadership, safe workplaces, and the fulfilment of personal values. By integrating these into job roles and organisational culture, HR can create a more inclusive and engaging work environment.

In summary, HR is under pressure to redefine job designs for more meaningful roles, aligning individual contributions with organisational goals, fostering work-life balance, and embracing changes for talent attraction and retention in the evolving work landscape of 2024 and beyond.

3.

DEI



In the wake of George Floyd’s death, issues of systemic oppression propelled diversity, equity, and inclusion (DEI) to the forefront of internal conversations. Companies embraced the social movement and responded with ambitious commitments to DEI.

However, a countervailing social movement soon arose around the concept of “wokeness,” a divisive term associated with political correctness and left-leaning bias. Companies like [Anheuser-Busch and Disney faced controversies](#), leading to customer backlash and challenges to their “woke” initiatives.

In the USA, a recent Supreme Court decision on affirmative action in education and the debate over critical race theory (CRT) added further complexity to this. Some states have passed laws regulating discussions of DEI topics in schools and workplaces.

The anti-“woke” rhetoric and fears of public backlash are placing a chill on DEI initiatives, with several indicators that DEI efforts are already in decline, despite not having achieved much substantially. Chief Diversity Officer (CDO) hiring declined in 2022, and over one-third of employers did not invest in DEI, with budget constraints and a lack of prioritisation by senior leaders amongst the reasons for this.

In general, there is greater momentum around politically acceptable forms of diversity, such as gender and neurodiversity, than the equally needed but more contentious race and sexual orientation diversity.

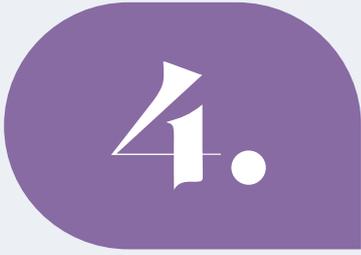
As with all social movements, there is a stark generational divide in the commitment to DEI and response to the “woke” cultural wars. According to a survey by Randstad with 2,000 participants, [33% of workers aged 55 and above characterised their workplace as “too woke.”](#) In contrast, only 17% of those under 35 expressed a similar sentiment.

Notably, the research revealed that one in every two individuals over 55 who considered their workplace “woke”, felt the general atmosphere increased the likelihood of their departure—whether through retirement or seeking employment elsewhere.

On the recruitment side, [Benevity’s survey](#) found that 95% of employees consider DEI efforts when choosing job offers. Generation Z closely monitors organisational DEI efforts and challenges companies to have robust social responsibility programs.

CEOs aiming to commit to DEI without backlash should prioritise transparency, education, and authenticity. Seeking feedback and taking a long-term approach are essential for meaningful change. “Wokeness” is dynamic, requiring ongoing dialogue and reflection on creating positive change.





Cloud-based HR Systems

Cloud-based HR systems are increasingly becoming indispensable for modern businesses, particularly in the context of remote and hybrid work arrangements. These systems offer a wide array of advantages that contribute to the seamless operation of HR functions.

A significant advantage is the promotion of remote and hybrid work, as cloud HR systems grant universal access to critical HR data and tools on web-enabled devices. This is particularly valuable in today's remote and hybrid work environments, ensuring efficient HR task completion and supporting productivity. Effective, emerging platforms like Rippling, for example, offer a unified workforce experience encompassing HR, finance, and IT.

Scalability is another key aspect. These systems are designed to easily adapt to changing business needs. Whether a company is expanding or scaling back, cloud HR systems provide the flexibility to add or remove users as required. This scalability feature empowers organisations to efficiently manage their HR functions even in the face of economic fluctuations. Workday, for example, is designed for medium- to large-sized enterprises and offers flexible options and customisation depending on what exactly the business needs at a certain point in time.

Furthermore, cybersecurity remains a paramount concern, and cloud HR systems provide robust data security measures. They often include data encryption, granular access controls, multifactor authentication, and regular security updates to safeguard sensitive employee and company information. This heightened level of security extends to digital assets, ensuring that critical HR data remains protected from unauthorised access and cyber threats. To ensure good cybersecurity standards, best practice recommendations include performing [*due diligence when choosing a vendor and determining whether they offer multi-factor authentication methods and data encryption*](#) during rest and transmission of data. Additionally, regular risk assessments are necessary, as are employee training and security awareness.

Cloud-based HR systems are vital for HR department effectiveness, supporting remote and hybrid work models while enhancing productivity, scalability, and cybersecurity in managing human resources in an evolving work landscape and they will continue to gain popularity in 2024.



People Analytics

People Analytics is poised for significant growth in 2024. HR departments have already shifted from traditional administrative roles to become data-driven leaders, underscoring their pivotal role in organisational success. This trend of data-driven decision-making is becoming even more prevalent, especially for smaller businesses, as they harness data and analytics to make smarter, more informed HR choices.

CHROs and business leaders are embracing workforce data to address organisational challenges, enhance employee wellbeing, and boost productivity. By using data-driven analysis to identify business issues and develop tailored solutions, HR departments ensure informed investment decisions, thereby maintaining competitiveness in the talent market. This data-driven strategy fosters a resilient, high-performing workforce and nurtures a positive work environment, effectively shaping the future of HR with integrated analytics for enhanced productivity and employee engagement.

As an example, [Barnwood Trust](#) effectively employed people analytics to tackle HR challenges, introducing a new job evaluation framework, conducting equal pay reviews, and encouraging personalised employee holiday usage. By leveraging their HR information system and external salary benchmarks, they uncovered historical pay discrepancies and Transfer of Undertakings (TUPE) implications. The results included achieving fair pay and improved holiday practices, highlighting the critical role of people analytics in modern HR for small organisations, ensuring equality, and supporting remote work during the pandemic. This case underscores the vital importance of data-driven HR strategies and demonstrates how effective this emerging practice can be.



Digitalisation of Employee Experience

As the workforce landscape undergoes significant changes, with more employees expecting remote work options, the Digital Employee Experience (DEX) is set to gain popularity in 2024. Gartner's survey indicates that only 13% of respondents are "fully satisfied" with their current employee experience. Ensuring a robust DEX is imperative for employee satisfaction, encompassing tools for streamlining workflows, communication, collaboration, social media, online payment, and HR software.

Investing in a DEX offers numerous benefits, including adaptability to post-pandemic work environments and the potential to enhance customer experiences, particularly for remote contact centre teams. Additionally, it contributes to employee satisfaction and productivity, positively impacting retention rates and profitability. For IT teams, a well-implemented DEX allows them to focus on high-value tasks and innovation rather than dealing with constant problem-solving and low-level ticket resolution.

HR is pivotal in helping to deliver an employee-centric DEX that seamlessly blends technology and culture in the workplace. Working closely with CIOs, CHROs in-depth understanding of people can assist in delivering an employee-first, streamlined, and culturally aligned experience for the entire workforce.

While every department plays a role in creating a cohesive DEX, three key groups are essential for its success. Team managers are responsible for enforcing communication platform usage and rules, ensuring consistency. CEOs and executives must champion the DEX and lead by example. IT teams are central to establishing a strong digital infrastructure, from onboarding to security, working closely with business leaders to create an effective digital employee experience. As remote and hybrid work models become more prevalent, investing in DEX is not just a trend but a strategic necessity to meet the evolving needs of employees and organisations.

While the adoption of DEX is a long-term solution with various benefits, its implementation should not be rushed. This can be seen in the example of [Fenway Health](#), a federally qualified community health centre. Their strategic approach involved rolling out a DEX site-by-site, enabling tailored training for different clinics and departments to align with their unique workflows. This well-executed plan allowed the contact centre team to operate efficiently in remote settings, maintaining access to critical features like call recordings and robust analytics digitally, highlighting the benefits of a measured approach to digital transformation.





Authentic PR

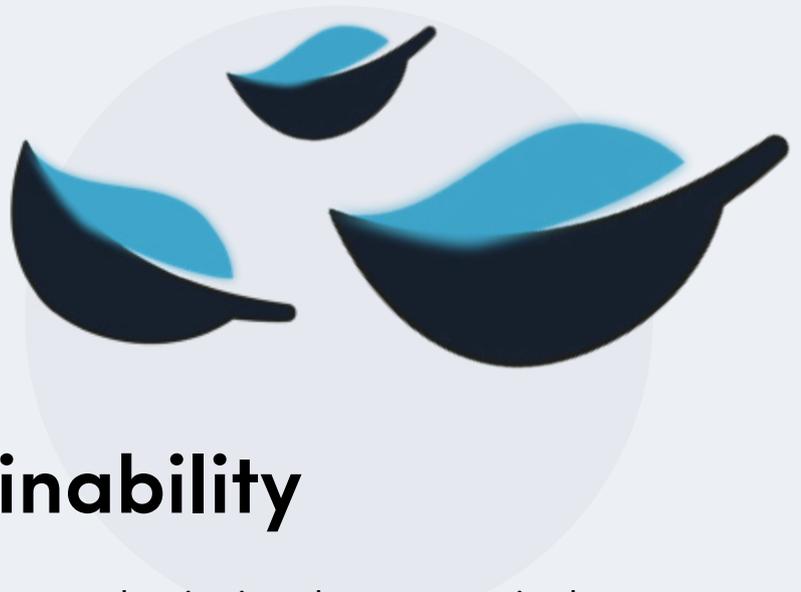
In today's fast-paced digital landscape, HR and PR collaboration is indispensable to project the right image and shield the company's reputation from potentially negative viral exposure. Recent online trends and high-profile cases underscore HR's imperative to stay vigilant on social media, working hand in hand with PR teams to preserve a positive organisational reputation.

Monitoring online trends, especially on platforms like LinkedIn, is essential for HR to ensure that employee experiences align with evolving workforce needs. It is crucial to address potential crises and showcase the company's commitment to inclusivity, both internally and externally, by crafting narratives that emphasise positive attributes and employee wellbeing.

For instance, the recent [LinkedIn post by Masroor Jahangir](#) regarding BYJU's work culture highlights the profound impact of online narratives on a company's reputation. It reiterates HR's role in safeguarding the organisation's image and culture in the digital realm.

HR professionals should remain attuned to online trends, like [#managingup](#), to better understand employees' views and foster improved employee-manager relationships. The trend, with 5.6 million TikTok views at the time of writing, offers practical insights for enhancing communication and building trust. However, it's crucial for HR to discourage manipulative behaviour and prioritise authenticity in HR-PR strategies.

HR's responsibility extends beyond policy-making to safeguard the organisation's reputation and culture in the digital era. Collaborative efforts with PR teams, vigilant monitoring of online trends, and embracing authenticity enhance employee-manager relationships, creating a positive work environment and preventing negative viral narratives.



HR Led Sustainability

In our eco-conscious world, environmental action is no longer an option but a necessity, urging individuals and organisations to act promptly. A recent survey highlights a stark reality: just 17% of employees perceive their workplaces as 'green.' Additionally, [46% want their employer to commit to ESG](#) (environment, societal, and governmental) objectives.

In 2024, HR will play a key role in bridging the gap between environmental awareness and action. Previous sustainability measures, such as IoT-based systems for smart energy management, biophilic design (incorporating natural elements for aesthetics and employee wellbeing), paperless workflows, and comprehensive waste reduction and recycling programs, will continue to increase in popularity. However, additional innovations can bolster an employer's green credentials in 2024.

Going the extra mile

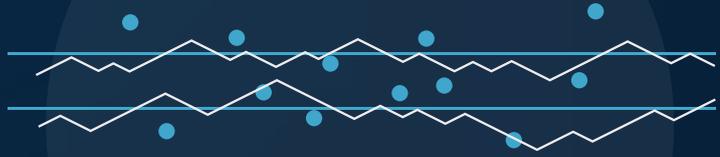
ESG in Hiring: Fostering environmental, societal, and governmental goals is most effective when embraced across all organisational levels. Incorporating such objectives into job descriptions and recruiting environmentally conscious talent enhances overall sustainability goals. However, it's warned that managers miss a valuable opportunity by not tapping into the [environmental awareness of their existing workforce](#). Despite the high demand for individuals with sustainability skills, it is suggested that upskilling current employees may be a more efficient strategy.

Climate Upskilling: Deepak Jobanputra, Chief Sustainability Officer at Vitality, notes a rising interest in environmental credentials among job seekers. Vitality has therefore [aligned employees' bonuses with their participation in climate-related training](#) and has implemented meat-free days in the cafeteria as part of its initiatives addressing global warming.

'Climate Retention': Half of Gen Z has engaged in "climate quitting," resigning from jobs misaligned with their sustainability values. This trend, exemplified by cases like [Caroline Dennett leaving Shell](#), highlights the significance of addressing climate concerns in HR practices. [Caroline's LinkedIn video explaining why she quit](#) accumulated nearly 17,700 reactions and 1,800 reposts. A 2022 UK survey indicated that [50% of employees aged 18 to 24 would consider leaving due to a lack of net-zero policies](#), urging companies to integrate ESG beyond mere marketing. To [retain eco-conscious talent](#), strategies include tying ESG to executive pay, sharing ESG reports, providing eco-friendly resources, and enhancing workplace sustainability. Additionally, employers should offer clear guidance on participating in climate protests to address employees' concerns about potential repercussions.

By embracing these strategies, HR can demonstrate a commitment to a greener future aligned with growing environmental consciousness.





EAP and Systems Consolidation

Employee Assistance Programs (EAPs) are a valuable resource for employee wellbeing, yet only 5% of UK employees have actively accessed their company's EAP provider, according to 2023 statistics. This statistic reveals a glaring problem: the low uptake of an essential support system.

UK employers can expect a substantial ROI of £8 for every pound invested in EAPs, thanks to reduced absenteeism and increased productivity. Despite this, 44% of UK companies are contemplating changing their EAP provider, and 16% are considering cancelling their EAP service entirely. This reflects not on the program's potential but on its current inefficiency due to underutilisation.

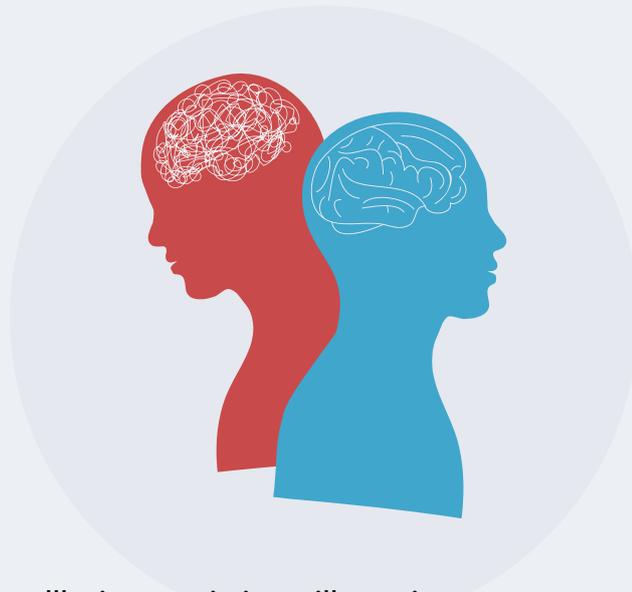
A prime example is Babcock International Group, a leading UK engineering services provider with over 22,500 employees. They grappled with low employee benefits uptake, even with an existing employee discounts program. This led to a quest for a more comprehensive benefits offering.

Babcock faced challenges stemming from its diverse workforce, departmental silos, and communication misalignment. Furthermore, a significant portion of their workforce operated offline, not relying on computers for daily tasks, complicating benefits access.

Donna Nind, Reward Director, recognised the imperative for a seamless benefits application process and a need for [a consolidated systems solution](#). 'Big Benefits' emerged, a comprehensive benefits portal. It enables easy access to a multitude of offerings, including discounts from over 850 retailers, holiday trading options, childcare vouchers, a Wellbeing Centre, EAP, and a healthcare cash plan, catering to a broad spectrum of employees.

Since February 2020, over 53% of Babcock's employees have actively engaged with the platform. This success underscores the critical importance of accessibility in benefit programs and suggests a growing trend of HR tech consolidation, set to enhance the efficiency of employee wellbeing initiatives in the year ahead.

10.



Wellbeing

The grim aftermath of 2023's poor wellbeing statistics will continue to linger. Employee sickness absences hit a decade-high. Mental health and musculoskeletal issues took centre stage as the primary reasons for prolonged absences. 76% of workers experienced stress-related absence. Rampant presenteeism affected 87% of respondents. As we delve into 2024, it's clear that a heightened response is imperative to address these alarming workplace wellbeing challenges.

Company Culture

For organisations aiming for long-term success, the mandate in 2024 is clear: wellbeing is not just a part of workplace culture; cultures must revolve around it to future-proof the organisation and foster engaged, productive, and loyal teams. Cultivating a work culture focusing on mental health not only reduces recruitment costs but is vital for the satisfaction and retention of current employees and incoming talent, particularly from Gen Z.

[NIKE, Inc. provides an excellent example of a successful work culture centred around wellbeing.](#) They provide extensive mental health benefits, including 20 free therapy and coaching sessions for employees and their families through EAP, along with meditation and caregiving resources. Employees have access to Nike Sports Centers for fitness, and the company offers excellent healthcare benefits. NIKE, Inc. allows short leaves, including Summer Fridays and a Wellbeing Week in August, enabling employees to recharge and perform at their best.

Managerial Relationships

Employees generally avoid discussing health issues with their bosses, except in cases of work-related injuries, COVID-19, and heart problems, where over half have done so. Despite this, there is a growing positive sentiment about wellbeing in organisations. A majority [\(51%\) feel encouraged to discuss their](#)

[mental health, and 57% believe they receive support when doing so.](#)

Interestingly, line managers are perceived positively for their support around mental health, despite a survey of HR professionals identifying a '[lack of line manager skills and confidence](#)' as the top challenge for health and wellbeing in the upcoming year (43% of respondents). These insights emphasise the importance of bolstering managerial capabilities for effective support of workplace wellbeing in 2024. Among those, becoming well-versed in the [organisation's mental health policies and practices](#), as well as understanding the avenues through which staff can seek support, are essential.

Financial Wellbeing Money and mental health share a profound connection that might not be immediately apparent. Nearly [one in five individuals facing mental health challenges is also burdened with debt](#), highlighting the reciprocal impact. Conversely, recovery rates for mental health issues are notably lower among those grappling with financial difficulties. While money isn't everything, enhancing financial wellbeing can substantially elevate overall happiness and quality of life.

[The CIPD outlines five crucial steps for creating a robust policy to promote and bolster employees' financial wellbeing.](#) The steps include building support and setting strategic direction, assessing employee needs, taking actions and designing initiatives, implementing and embedding policies, and finally, evaluating and evolving the approach over time.

Preventative & Therapeutic Care

In 2024, prioritising preventative care for employees will remain critically important for HR departments as they strive to balance healthcare costs and the wellbeing of their workforce.

HR needs to promote annual check-ups, encourage regular health screenings, emphasise eye and dental exams, support vaccinations, and champion mental health. Reducing musculoskeletal issues through preventive initiatives and therapeutic physical therapy will be a major focus to help combat sedentary work-related issues.

Implementation ideas include partnering with healthcare providers for on-site health fairs, negotiating with insurance providers for coverage, and organising workshops on mental health. Similarly, therapeutic care should be offered, such as access to helplines, counselling sessions, workshops, and subscriptions to applications.



Active Employee Listening

The traditional paycheck-for-work view is fast becoming a redundant and outdated idea. To combat the UK's disengagement crisis (90% of employees), a holistic approach using technology is essential.

Employee engagement prohibitors include, amongst others, [micromanagement, poor managerial communication, little to no growth opportunities, lacking transparency, and employees feeling unheard](#). The latter refers to the importance of employee listening, as employees often have input to improve business processes but no opportunities to share it, which in turn negatively affects employee engagement.

Potential solutions include more frequent employee surveys, a less laissez-faire approach, and more growth opportunities. More recent solutions, however, use technology to share information, thereby heightening transparency and improving employee listening. Take Krispy Kreme, for example. With the implementation of a new engagement platform, they had 73% of the workforce registered on the platform within the first 7 months.

[Krispy Kreme](#), a global retailer, understood the challenge and aimed to improve engagement, as a one-size-fits-all approach wasn't working.

Using consistent and scalable communication and aligning with their unique culture, a centralised platform became key, reflecting the future trend of technology-driven solutions.

An employee-centric focus meant that they prioritised employees by featuring peer recognition, eCards, CEO updates, and discounts.

It is vital to recognise employees' varying motivations and generational differences. Tailored approaches will always drive higher engagement levels.

To combat the UK's disengagement crisis in 2024, companies must adopt holistic, employee-centric approaches, embracing technology. The future of employee engagement focuses on deepening the connection between employees and the organisation's values. This shift promises a more engaged, motivated, and productive workforce.

12.



Learning and Development

The modern workplace continues to evolve, underscoring the ongoing importance of learning and development for both employees and HR. In 2024, upskilling and reskilling will continue to become essential to keep up with rapid technological advancements, ever-evolving skills requirements, and the need for adaptable workforces.

Employees benefit from learning and development by gaining greater agility, allowing them to navigate the dynamic business landscape effectively. Take the example of the COVID-19 pandemic, which highlighted the advantages of swift adaptation for competitive advantage. Learning opportunities equip employees with the skills needed to remain proficient and adaptable in unpredictable circumstances.

Personalised learning will be shaped by an amalgamation of advanced technology, learner autonomy, and a focus on individual employee needs and aspirations. The ongoing trend of [microlearning](#), offering small, targeted learning units, will persist, allowing customisation to address specific skill gaps and provide just-in-time information. Furthermore, personalised learning will expand beyond traditional formats, incorporating various modalities such as video tutorials, interactive simulations, virtual reality, podcasts, and more, accommodating diverse learning preferences. The strategic integration of gamification elements, including badges and rewards, will enhance engagement and motivation, making the learning journey more enjoyable and rewarding.

To support these new ways of learning, the expanded use of [Learning Experience Platforms \(LXPs\)](#) will blend advanced technology, personalisation, collaboration, and a focus on continuous improvement, becoming essential for effective and engaging learning ecosystems amid growing emphasis on employee development and agility. LXPs will integrate advanced content curation capabilities, enabling organisations to curate and organise learning content from various sources, with personalised algorithms delivering content tailored to individual learner profiles. Collaboration and social learning will be

fostered through features like discussion forums, social feeds, and collaborative projects within the platform, encouraging learners to share insights and collaborate.

PepsiCo's comprehensive upskilling programs, such as the Digital Academy and myeducation, prepare employees for the digital future while aligning with business objectives. These initiatives offer a diverse learning portfolio, catering to both technical and non-technical roles, thus fostering inclusivity. The emphasis on accessible, cost-covered digital learning resources and credential programs ensures employees acquire immediately applicable skills. Furthermore, the establishment of an internal talent marketplace facilitates clear learning pathways, promoting transparency and personalisation.

HR managers can glean valuable insights from PepsiCo's success in creating effective, business-aligned upskilling initiatives that drive employee growth and enhance organisational competitiveness.



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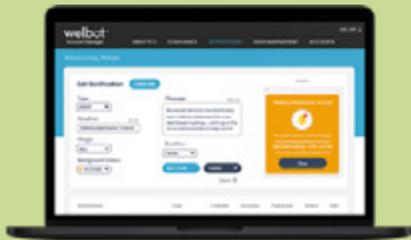
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Daily Reminders

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94%

Employee Engagement

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400%

Uplift in EAP Take Up

Our Tailored Signposting Technology delivers tangible results on existing EAPs and employee benefits.



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