



MARKET RESEARCH REPORT APRIL 2026

Employer perspectives on workforce health and benefits



Chapter 1

The challenge of supporting different workforce needs

One workforce, but not one set of needs

Today's workforce is made up of employees at different life stages and with different needs. This can make it difficult for employers to offer health and wellbeing support that feels relevant and fair to everyone.

Our research suggests many employers still rely on standard benefits provision, even though they know people across their organisation may face different pressures and risks.

According to the findings, levels of concern about employee health and wellbeing differ by age, gender and seniority, particularly in relation to mental and physical wellbeing.

This chapter looks at how employers are trying to offer support that is fair to everyone, while also highlighting where support could be tailored more effectively.

About the research

This research was conducted among 500 HR decision makers from the UK through online polling, on behalf of Everywhen, by Opinion Research.





How employers approach different workforce needs

Many employers are still taking a one-size-fits-all approach to benefits. Two in five (40%) offer the same support regardless of gender, 30% do so regardless of age, lifestyle or health risks, and a quarter (25%) regardless of seniority.

Others are taking a more tailored approach. Around one in five target benefits by age, lifestyle and risk factors (22%), seniority (20%) or gender (19%). A smaller group (11%) give employees a cash allowance to choose their own benefits.

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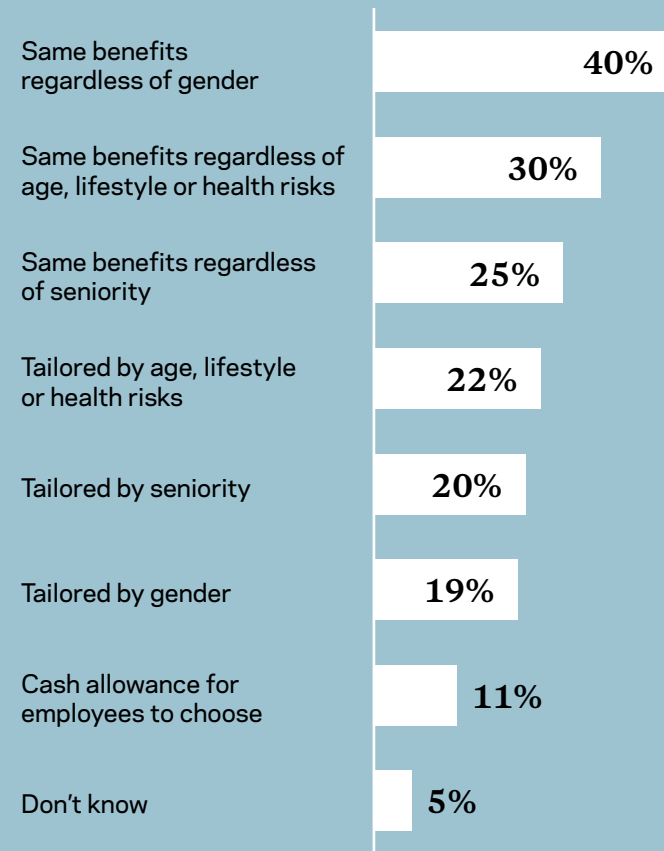
“Many benefits strategies are still built around a standard offer for everyone, but people’s needs can vary considerably. Employers may need to think more carefully about where a more targeted approach could add value, using workforce insight and data to shape support around role and life stage.”



Jason Britton
Commercial Director, Everywhen



How do you tailor benefits for different employee needs?





Mental wellbeing concerns vary across employee groups

Employers report concern about mental wellbeing across the workforce, but some groups stand out more than others. Older employees are the groups employers are most likely to be worried about, with 53% concerned about Baby Boomers and 49% about Gen X.

Concern is lower for younger staff, although still significant, at 44% for Gen Z. This may come as a surprise, given the strong public focus on younger workers' mental health, but the findings suggest concern is spread across all age groups rather than concentrated in one generation.

Female employees are slightly more likely than male employees to be a concern in this area, at 50% compared with 47%.

Concern also varies by role, with employers most concerned about senior managers (48%) and least concerned about HR managers (41%).

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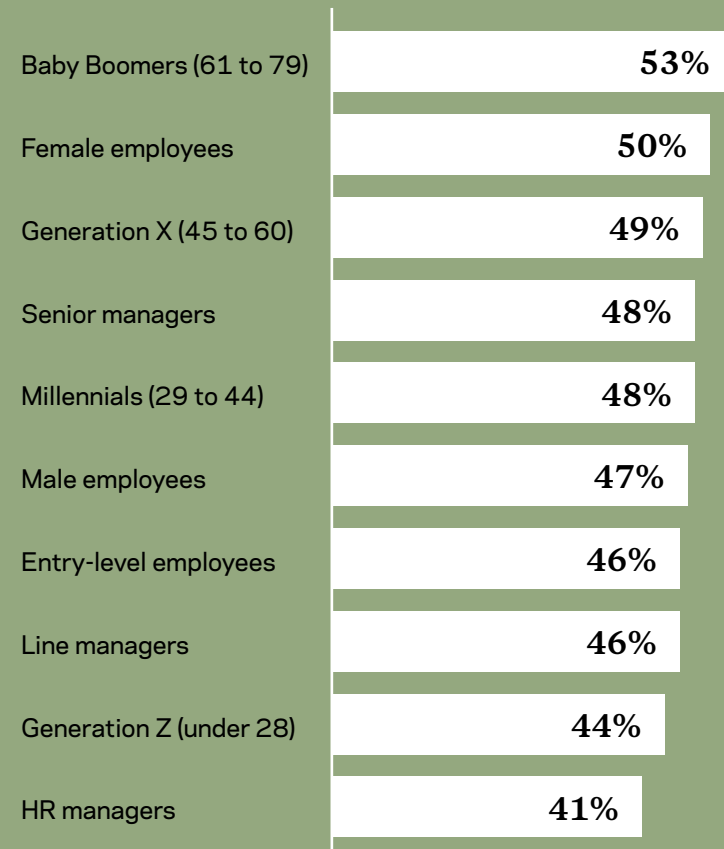
Mental wellbeing pressures are being felt across the workforce, not just for one age group or level of seniority. This reinforces the importance of taking a holistic approach to support, while making sure it is accessible and relevant to the different pressures people may face.”



Debra Clark
Head of Wellbeing, Everywhen



Which employee groups are you worried about in terms of mental wellbeing?





Physical health concerns rise with age

Physical health concerns vary by age. Employers are most worried about older workers, with 58% concerned about Baby Boomers and 52% about Generation X. This drops to 41% for Millennials and 37% for Gen Z.

Female employees are again regarded as slightly more at risk than male employees – 45% compared to 42%. Differences by role are less marked, although senior managers still top the list at 41%.

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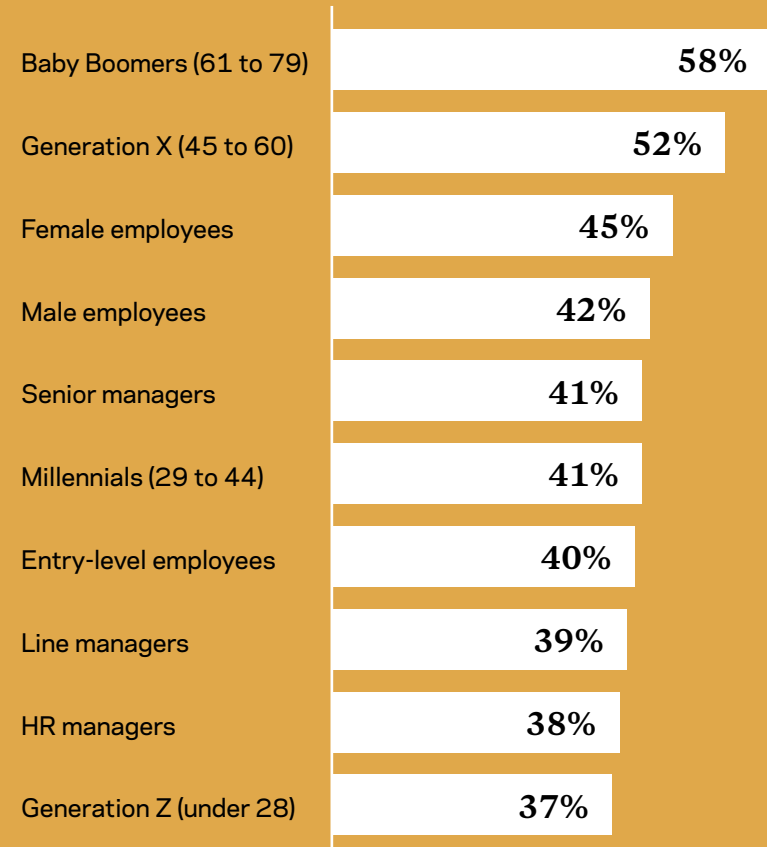
Physical health concerns are more likely to rise with age, which means employers may need to think ahead rather than wait for problems to develop. A best practice approach is to look at how prevention and early support can help people stay healthier for longer.”



Debra Clark
Head of Wellbeing, Everywhen



Which employee groups are you worried about in terms of physical health?





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