

# HR.com's Future of Employee Well-being 2026

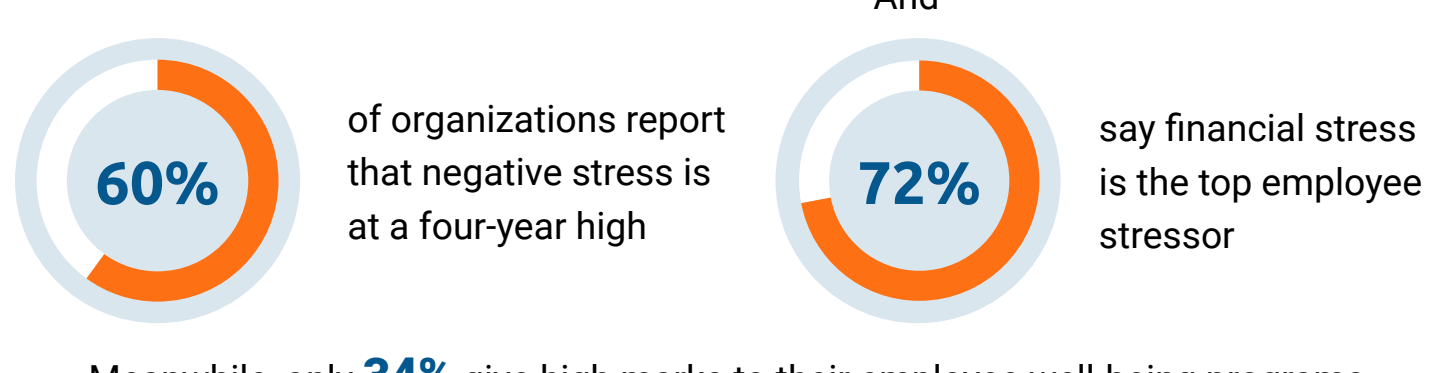
Close the gap between well-being investment and impact



Thanks to our great sponsors:



## Employee well-being is under strain, and programs are not keeping pace



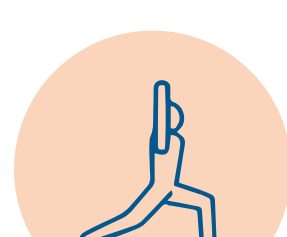
Meanwhile, only **34%** give high marks to their employee well-being programs

### So, what can organizations do to close the well-being gap?

#### First, understand which dimensions of well-being you are actually supporting

Organizations are heavily weighted toward traditional physical and mental health support, but many are neglecting emerging stressors:

Organizations are mostly prioritizing the following types of well-being via specific initiatives:



**77%** physical



**71%** mental/emotional well-being

However, only **54%** are focused on financial well-being despite it being the #1 employee stressor.

#### Defining well-being leaders and well-being laggards

**Well-being leaders:** these represent respondents who answered the question "Overall, to what degree are the programs that promote employee well-being effective in your organization?" as "high" or "very high" degree.

**Well-being laggards:** these represent respondents who answered the same question as "low" or "very low" degree.

## Second, build a more complete measurement approach

Most organizations measure well-being using a narrow set of tools, the most common being:



**52%** engagement surveys



**49%** turnover rates



**35%** performance metrics



**10%** standardized well-being assessments

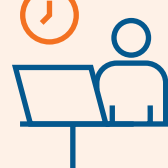
Compared to well-being laggards, well-being leaders are:

Nearly **2X** more likely

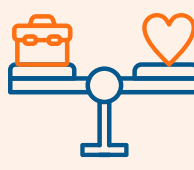
to use performance metrics to assess well-being **49% vs. 28%**

## Third, build a strategy with culture and leadership at the center

The top approaches to improve employee well-being are:



**56%** flexible work



**53%** work-life balance



**53%** culture-building

Yet only **29%** invest in training managers and leaders in terms of well-being despite their central role in the daily employee experience.

Compared to well-being laggards, well-being leaders are:

**2X** more likely

to build a culture that actively supports well-being **81% vs. 40%**

Leaders are also more likely to:

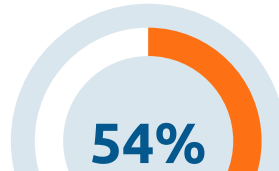
offer wellness programs **75% vs. 35%**

promote work-life balance **75% vs. 44%**

train leaders **46% vs. 21%**

## Fourth, track the outcomes that matter to employees and the business

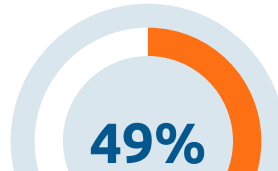
Well-being initiatives are most likely to improve:



engagement



employee experience



retention

Compared to well-being laggards, well-being leaders are

Over **2X** more likely

to see gains in:



engagement **82% vs. 40%**



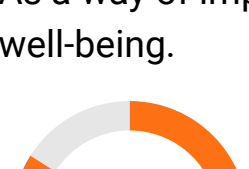
retention **78% vs. 36%**

## Fifth, invest in proactive support across all well-being dimensions

Proactive support is missing in a few key areas

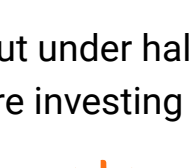
### Physical Well-Being

As a way of improving physical well-being.

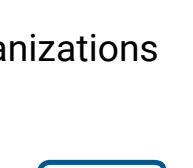


offer comprehensive healthcare benefits.

But under half of organizations are investing in:



**48%** wellness coaching



**39%** digital apps

Compared to well-being laggards, well-being leaders are:

Nearly **2X** more likely

to offer lifestyle coaching **66% vs. 40%**

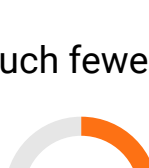
Nearly **2X** more likely

to offer well-being apps **54% vs. 33%**

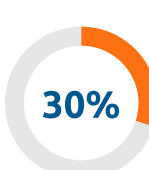
### Mental/Emotional Well-Being

The vast majority (84%) of mental health support relies heavily on EAPs.

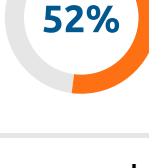
Much fewer offer:



depression/anxiety resources and support



suicide awareness/prevention programs



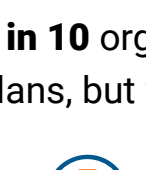
drug/alcohol dependency resources and support

Compared to well-being laggards, well-being leaders are:

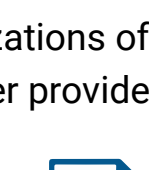
Over **2X** more likely

to provide depression/anxiety resources **73% vs. 33%**

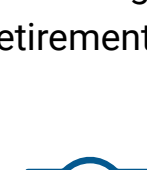
When it comes to financial well-being, **9 in 10** organizations offer retirement plans, but fewer provide:



**23%** medical help



**22%** loan assistance



**19%** hardship funds

## Finally, approach AI with cautious optimism

AI is most likely expected to positively impact wellbeing by:



cutting workload stress



making virtual collaboration tools better to improve work experiences

However, **33%** believe AI will increase job-related anxiety, so organizations should be cautious in how they use AI.

Compared to well-being laggards, well-being leaders are:

Over **2X** more likely

to use AI for personalized well-being recommendations **38% vs. 17%**

### Final key takeaway

Closing the well-being gap is not just about adding more programs. It is about integration, measurement, and execution. Organizations that build a culture of well-being, align leadership accountability, and connect financial, mental, physical, and digital support into a cohesive strategy are far more likely to see outcomes that matter.

### About the Survey:

HR.com's "Future of Employee Well-being 2026" survey ran from January 2026 to April 2026, gathering responses from 200 HR professionals across every industry vertical, primarily in North America, from organizations ranging from under 100 to 20,000+ employees.

HR.com's Future of Employee Well-being 2026

[Read Full Report](#)