



Wellness Cloud
Incorporating Parent Cloud

Hospitality wellbeing made simple

Strategies to engage
hard-to-reach employees



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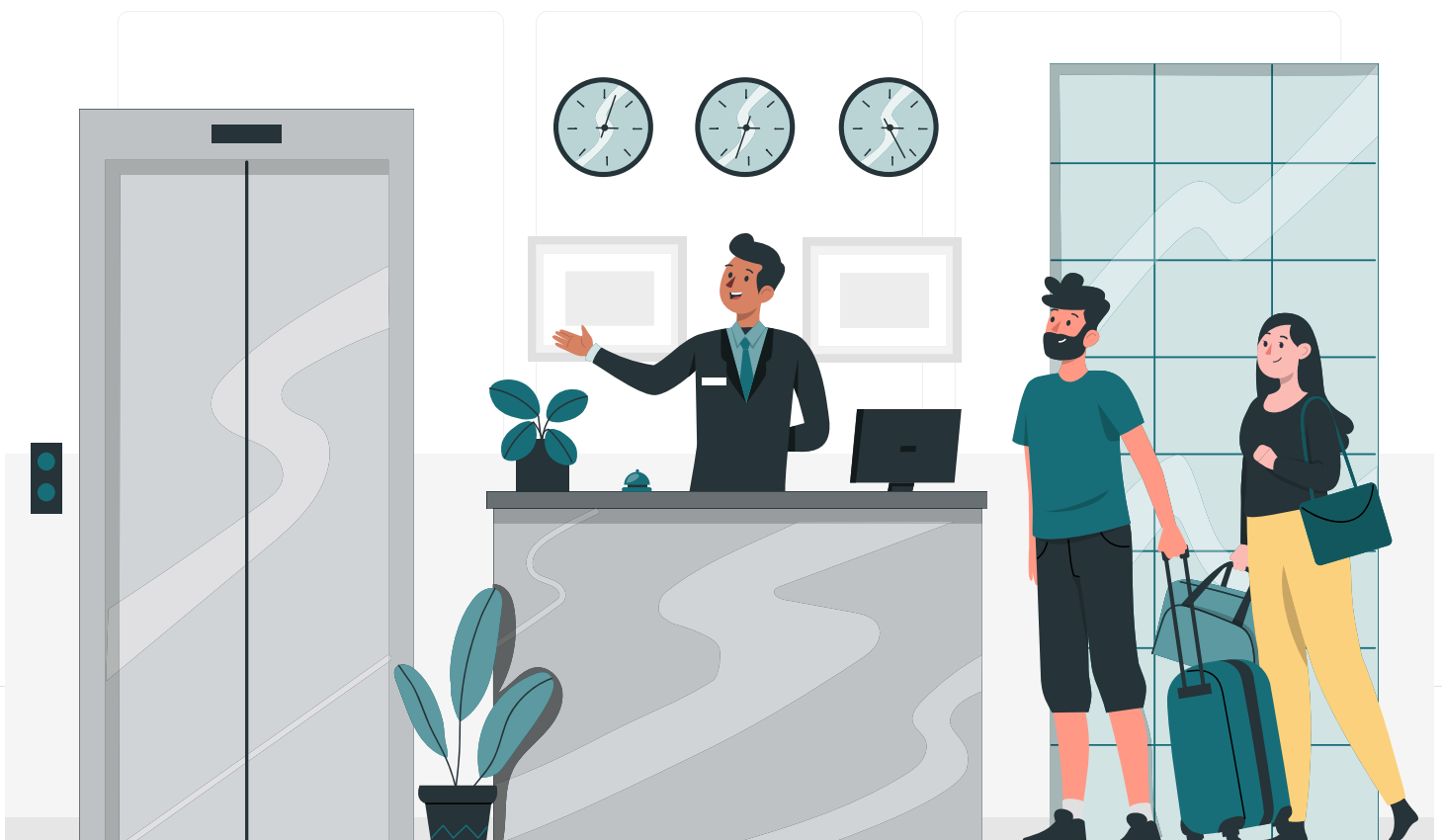
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Introduction

In the high-pressure environment of the hospitality industry, employee wellbeing is a critical driver of organisational success. With workforces spanning across diverse roles, working hours, and locations, creating a culture of support can present unique challenges.

Recent changes to employment taxes will also begin to compound these complexities by driving businesses to rely more heavily on part-time and seasonal staff. This shift will fragment teams, reduce face-to-face interactions, and make it harder to provide consistent support or foster loyalty among employees.

Moreover, the increased reliance on part-time and seasonal staff will necessitate higher productivity from each individual team member, intensifying the pressure on the remaining workforce to meet operational demands.

This report explores how to navigate these challenges, ensuring wellbeing initiatives reach every employee – from front of house staff to back office teams – regardless of their role, location, or schedule.

By addressing these issues head on and implementing inclusive, flexible, and practical wellbeing programmes, hospitality businesses can foster a more engaged, resilient, and high-performing workforce.

With the right strategies, wellbeing initiatives not only enhance employee satisfaction, but also position organisations for long-term success in an evolving employment landscape.



Wellbeing

A driver of retention, productivity and reputation

In sectors where staff turnover is high and schedules are demanding, investing in employee wellbeing is more than just a benefit – it's an essential aspect of business strategy.

Prioritising wellbeing can significantly reduce turnover by breaking the costly cycle of constant recruitment and training. A healthier, happier workforce not only boosts productivity, but delivers exceptional service and creates memorable customer experiences— directly impacting the bottom line.

Moreover, a genuine commitment to staff wellbeing enhances a company's reputation, positioning it as an employer of choice in a competitive market.

In an industry where word-of-mouth and public perception are key, a well-supported workforce becomes a powerful differentiator, building loyalty among employees and customers alike.

1 Key principles for an inclusive wellbeing programme

An effective wellbeing programme for hospitality must be tailored to fit the realities of a workforce defined by its diversity, unpredictability, and intensity. The following principles would ensure that any programme is impactful and relevant:



Accessibility

In a business where your team is spread across multiple locations and operates around the clock, easy access to the programme is non-negotiable. Any initiative must meet employees where they are and provide support that fits into their schedules and roles. Whether it's on-demand digital resources or tools staff can access on mobile, your focus must be on making support seamless and readily available.





Flexibility

The fragmented nature of hospitality schedules means a rigid programme will fail. With shift patterns varying week to week, and roles spanning everything from kitchen staff to front of house, initiatives need to flex. This could include on-demand content, webinar recordings, guided self help tools, or the ability to send questions directly to specialists. Flexibility isn't just a convenience, it's a necessity for ensuring uptake without disrupting operations or adding pressure.



Inclusivity

The diversity of the hospitality workforce is its strength, but it also means wellbeing programmes must go beyond surface-level inclusivity.

Any wellbeing provider serving this industry will need to address the needs of employees from varied cultures, generations and job functions. This could mean creating culturally sensitive content in different languages, tailoring support to different physical and mental health requirements or working with a culturally diverse range of specialists with backgrounds within the sector.

Inclusivity will ensure that everyone feels seen and supported in a way that resonates with their individual circumstances.



Collaboration and culture

For wellbeing programmes to succeed, they must be shaped by input from those who are directly affected - employees and managers alike. Regular feedback loops, through surveys, focus groups, or wellbeing champions can help to ensure that initiatives remain relevant and meaningful.

Managers are key in encouraging participation, modelling wellbeing practices, and normalising the use of resources across teams. In sectors where pressure and fatigue are common, wellbeing initiatives must add value without creating additional burdens.



Programmes should foster a sense of respect and support, strengthening team cohesion despite varied schedules, celebrating achievements to boost morale, and offering simple, effective tools to reduce stress. Ultimately, the goal is to cultivate a culture where staff feel valued and cared for because they are central to the business's success.

2 Choosing a wellbeing supplier that understands hospitality

Selecting a supplier that understands and provides the right solutions for the unique demands of the hospitality industry, requires careful consideration. While many challenges such as managing stress, physical demands and mental health are well understood, the real task is identifying a programme that can deliver tailored support and build long-term engagement.



Prioritise relevance and practicality

Find a supplier who understands your fast-paced environment and is experienced in providing support for a shift-based, multigenerational workforce. See our [checklist](#) of what to look out for on the next page.



Support for middle managers in hospitality

Middle managers always play a pivotal role bridging the gap between employees and leadership, but perhaps more so in the hospitality sector where there is often no onsite HR team.

Here, they are uniquely positioned to influence engagement and providing tailored support for them is critical.

To ensure programme success choose a supplier that offers:

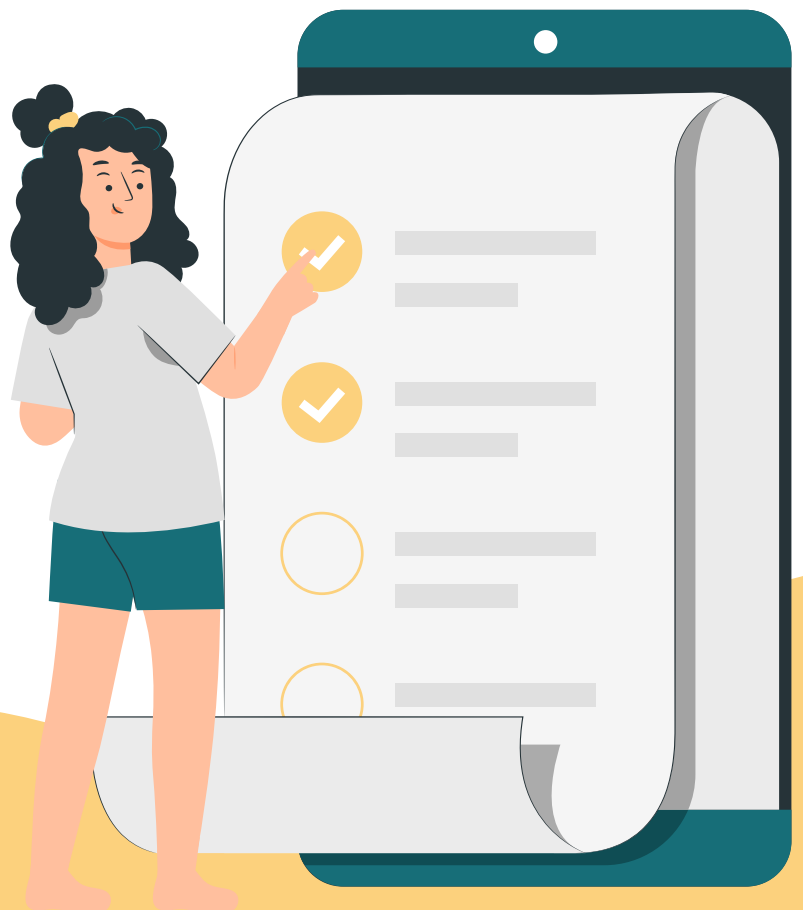
- Dedicated training and resources for middle managers; equipping them to create momentum and foster a positive culture around wellbeing
- Guidance on recognising employee challenges
- Tools to manage their own wellbeing



Wellbeing programme features to consider:

Checklist:

- Accessibility:** Is the programme available across multiple formats?
- Flexibility:** Can it adapt to different working patterns and operational needs i.e. employees without a company email?
- Scalability:** Will it grow with your team as your business evolves?
- Feedback mechanisms:** Can the provider collect and collate feedback over time and provide programme recommendations?
- Out of hours care:** Are there resources available 24/7 and flexible access therapists for shift workers.
- Tiered programme:** Is support affordable for both permanent and seasonal staff, to ensure impact and inclusivity?
- Collaboration and tailored solutions:** Can a provider develop solutions for your business, or is it a one-size-fits-all approach?
- Specialisms:** Does a programme cover a variety of topics to meet the broad challenges your diverse workforce may face?
- Supports all life stages:**
Is there support for all of life's challenges from early career all the way to financial wellbeing in retirement?
- Niche topics:** Is your supplier equipped to go beyond standard wellbeing subjects and address specific needs such as neurodiversity, or the unique sleep and nutrition challenges of shift workers?



3 Designing a wellbeing programme for diverse teams

Where work demands are intense and schedules are unpredictable, any wellbeing programme should address the physical, mental, financial, and social challenges which are unique to this sector.

Physical wellbeing

The physical demands of hospitality work—long hours, physically taxing tasks, and irregular shift patterns require dedicated support to maintain health and prevent burnout. Effective programmes should focus on recovery, prevention, and overall wellbeing.

Sleep and recovery

For shift workers, quality sleep can be elusive. Offer resources such as sleep stories, guided meditations, and breathwork exercises that promote relaxation and help employees wind down between shifts.

Guided Meditation



Guides



Nutrition

Provide direct access to tailored nutritional advice through consultations with trained professionals, as well as self help tools and guides.

Mental wellbeing

Mental health support is essential in every workplace, but it holds particular importance in the hospitality industry, where [84% of workers](#) report heightened stress directly tied to their job. This is hardly surprising in a sector where employees – especially those in customer-facing roles – frequently navigate high-pressure situations, difficult interactions, and the expectation to maintain a cheerful demeanour. Prioritising the mental wellbeing of the entire team means every employee, regardless of their role, feels valued, supported and empowered.



Mental health support

Providing a wide range of resources addressing many subjects is essential for supporting mental wellbeing and ensures that employees feel understood, valued, and equipped to manage both personal and professional challenges.

While it is recognised that one-to-one therapy is the most impactful solution, digital mental health resources such as guided meditation, breathwork and pocket CBT cannot be underestimated.



Counselling and mindfulness

Offering 24 hour online counselling services or mindfulness practices that employees can access when needed, ensures support is available at times that work for them.



Stress management resources

Offer employees tools to understand and manage stress effectively. Awareness campaigns can also help reduce stigma, making employees feel more supported and less isolated.

Additionally, on-demand resources and digital content, such as relaxation techniques and mindfulness exercises can help people manage stress independently and at their own pace.



Mental health first aid training

Equip managers with the training to spot signs of mental distress in their teams, enabling them to offer immediate support and create a psychologically safe work environment.

Financial wellbeing

Financial stress can be a significant concern for hospitality workers, particularly in sectors with fluctuating hours and irregular incomes. A comprehensive financial wellbeing programme will help employees manage both short and long-term financial pressures.



Career and financial coaching

Consider offering one-to-one shift-based sessions with career coaches or financial wellbeing specialists to help employees navigate personal financial planning or career development. These sessions can provide valuable guidance, helping employees feel more secure and supported in both their current roles and future career paths.



Emergency financial support

Offer access to services like Wagestream to help employees manage unexpected financial challenges, alleviating stress and reducing the risk of burnout – especially as research shows financial worries affect the mental health of nearly a quarter of UK adults.



Budgeting and financial education

Offer resources, tools, and on-demand content that educate employees on budgeting, saving, and managing their finances around variable income.



Social wellbeing

Strong relationships are particularly valuable within transient workforces, but shift work and high turnover often hinder close connections, so fostering social wellbeing is essential in hospitality. Creating a sense of community, trust, and belonging can reduce isolation and boost team morale.



Meetups for shared challenges

Create opportunities for employees facing similar personal challenges — such as carers, parents, or those going through menopause — to connect and provide mutual support.

For those in different locations, even a dedicated social network can go a long way in fostering this sense of community and support.



Recognition programmes

Create a positive, supportive workplace culture by implementing regular employee recognition programmes that celebrate achievements and encourage a sense of pride in the workplace.



Inclusive team building activities

Organise regular team building events, virtual meetups, or social groups that help employees connect, regardless of their shift times or department.



4 Wellbeing programme implementation

Successfully implementing a wellbeing programme in the hospitality sector requires more than just offering the right resources. It's essential to ensure that employees across all roles and shifts feel included, supported, and motivated to engage. Clear communication, strategic engagement, and continuous feedback are key to building a culture of wellbeing that resonates throughout your organisation.



Communicating initiatives effectively across roles and locations

With teams often spread across various locations and working different shifts, clear and consistent communication is important to ensure that every employee is aware of the programme and understands how to access the resources available to them.



Multi channel communication:

Use a mix of communication channels to reach employees across roles and locations, including email, digital noticeboards, payslips, in-app notifications, and social media platforms.

Consider using a centralised platform where employees can easily access information and resources at their convenience.



Localised messaging:

Tailor communication to specific departments or locations, recognising that different teams, such as front of house and kitchen staff, may have distinct needs and priorities. For instance, front-of-house teams may value messaging centred on customer interaction and teamwork, while kitchen staff might prefer a focus on efficiency and collaboration.

Use clear, inclusive, and engaging language that avoids corporate jargon, ensuring the messaging resonates across all demographics and fosters a sense of understanding and connection.





Visible reminders:

If you're not already utilising all common areas, ensure to post wellbeing resources and key messaging in staff rooms, break areas and online portals, to ensure they are easily accessible and front of mind for employees.



Lead with benefits

Focus on how the wellbeing programme directly benefits employees, both personally and professionally. Highlight practical outcomes such as improved energy levels, better stress management, and access to financial support.



Peer champions

Leverage influential team members to promote the programme. These peer champions can help overcome scepticism by sharing their own experiences and demonstrating the real world benefits of participating.



Incentivise participation

Introduce incentives such as rewards, challenges, or recognition for participation. Gamifying aspects of the programme can increase engagement, especially if it involves team based goals or milestones.



Make it easy to engage

Ensure that accessing the programme is as easy as possible. Eliminate barriers such as complicated sign ups, unclear instructions, or restrictive schedules that prevent employees from participating.

[Discover our communications checklist](#) →

Wellbeing programme communication checklist

Checklist:

- Clear call to action:** Ensure your staff know exactly what to do next.
- Benefits in the title:** Highlight value upfront to grab attention and entice the reader to find out more.
- Senior leadership engagement:** Include visible support from leadership to boost credibility.
- Engaging visual content:** Utilise video formats to effectively communicate, aligning with Gen Z's preference for visual media.
- Consistent branding:** Align tone, visuals, and message with company values.
- Inclusive language:** Ensure messaging resonates across diverse employee groups.
- Timing and channels:** Send at optimal times via channels your staff actively use.

Example: Engaging vs uninspiring communications


From: Joe Bloggs - CEO

Subject: Need an energy boost? ☀️

Hi Savannah,

With the nights drawing in, I wanted to share something that really helped me **feel more positive** and **boost my energy** recently.

Have a watch of this 📌



[Seasonal Affective Disorder and improving sleep this winter.](#)

I'd love to hear if this was helpful for you too...

From: HR Team Inbox

Subject: Winter Wellbeing Information

Dear Savannah,

We wanted to remind you of some of the resources available in your wellbeing benefits to get you through the winter.

Recorded Webinar - Seasonal Affective Disorder and improving sleep this winter. [Click here.](#)

Warmest regards,
HR Team

Building buy-in from managers as programme advocates

Managers and team leaders play a crucial role in ensuring the success of a wellbeing programme. Without their support, even the best initiatives can falter. It's essential to foster a sense of ownership and advocacy among leadership.



Training for managers

Provide managers with training on how to effectively promote the wellbeing programme, including how to encourage participation, communicate its benefits, and handle any concerns or questions from staff.



Middle manager empowerment

As you know, in hospitality middle managers are key to driving culture. Equip them with specific tools and resources to create momentum for the programme at the grassroots level. Make sure they understand the programme's value and how it aligns with business goals.



Leadership involvement

Provide managers with training on how to effectively promote the wellbeing programme, including how to encourage participation, communicate its benefits, and handle any concerns or questions from staff.



Make it part of the job

Embed wellbeing into managers' leadership responsibilities by encouraging them to incorporate wellbeing discussions into team meetings. Managers should prioritise regular one-to-one wellbeing check-ins with team members, utilising resources like our [wellbeing check-in action plan](#) to guide meaningful conversations and support.



5 Building awareness of your wellbeing programme

To ensure that all employees, regardless of their role or shift pattern, are aware of and engaged with the wellbeing programme, clear and consistent communication is key. Here are some practical strategies to communicate the programme effectively to different teams.

Front of house

Utilise visible communication methods, such as posters, flyers, and digital screens in break rooms or near staff entrances, to ensure front line staff can easily access information. Leverage in-person briefings or team huddles at the start of shifts to ensure messages are reinforced and questions can be addressed immediately.

Back office

For office based employees, email newsletters and internal intranet systems can be used to keep them updated on the wellbeing programme. Regular emails with a mix of key announcements, helpful tips, and direct links to resources can keep the programme top-of-mind. Webinars or virtual meetings can also be an effective way to engage these staff, especially for those who prefer digital content.



Shift workers, particularly those with irregular hours, can be harder to reach. Consider a mobile-friendly app or text message alerts for quick, timely communication. Push notifications or dedicated shift-based communication platforms can ensure information reaches staff when they are on duty, allowing them to access wellbeing resources or updates in real-time.

Maintenance and onsite

For employees working in roles that require physical presence outside of regular office areas, consider distributing printed materials such as a company magazine, flyers or placing posters in commonly accessed areas like lockers, changing rooms, or staff corridors. Additionally, setting up a dedicated helpline to communicate essential wellbeing information can help reach this group directly.

Company wide

Use centralised platforms like an intranet, employee portals, salary slips, and onboarding processes to integrate wellbeing related information. Ensure these tools are intuitive and accessible for all generations, offering diverse formats – such as videos, infographics, and written guides, to accommodate varying preferences and digital literacy levels.

Managers and supervisors

As key advocates of your programme, it is essential to prioritise your managers' mental health and wellbeing needs.

According to a report by the Chartered Institute of Personnel and Development (CIPD), middle managers are the most stressed and overworked occupational group, with 27% reporting that their work negatively impacts their mental health.

Providing targeted resources to help middle management and supervisors navigate the complexities of their own wellbeing, as well as that of their teams, is crucial to the success of any wellbeing programme.



Tailored communications

Recognise that different employee groups may prefer different methods of communication. Tailor your messaging for each group, adjusting tone and format to match the preferences of shift workers, office based employees, or maintenance teams. Regular wellbeing communications, with personalised recommendations and advice from management, can also reinforce the programme's importance and integrate it into everyday work life.

Generation and gender preferences in communication

Effective communication varies across generations and it will serve you well to know the best way to engage your team. For example; Gen Z prefer visual, concise and interactive content like videos, while Gen X and Millennials favour detailed, structured formats like email.

Preferred communication also differs between genders with women often valuing empathetic, collaborative communication, while men tend to prefer direct, outcome-focused messaging.

By using various communication methods and tailoring your approach to the unique needs of each target group, you can ensure that all employees – whether they work on the floor, in the office, or behind the scenes – are fully aware of the wellbeing programme and encouraged to participate.

**Discover our
generation
and gender
communication
cheat sheet →**



Gender and generation communication cheat sheet

Generational communications

Gen Z:

- Use short, engaging video content and visuals
- Leverage digital and social platforms for updates
- Focus on authenticity and real time feedback

Gen X and Millennials:

- Provide detailed, structured communication
- Include email and face-to-face updates
- Use tools that facilitate collaboration and thorough documentation

Gender communications

Female:

- Foster empathetic and inclusive language
- Provide context and opportunities for collaboration
- Highlight relational aspects of messages

Male:

- Focus on direct, goal oriented messaging
- Use concise, outcome driven language
- Prioritise clarity and efficiency in task related updates



6 Sustaining and evolving the programme

A wellbeing programme in the hospitality sector is a long-term investment that requires consistent attention and ongoing evolution. To keep the programme effective, it's essential that your wellbeing provider tracks participation and gathers continuous feedback so you can adapt to new challenges.



Monitor industry and workforce trends

Stay informed about new trends or challenges that may affect your team's wellbeing by regularly reading publications like HR Director or People Management. These resources offer valuable insights into evolving workforce needs, such as mental health priorities and adapting to seasonal staffing changes.



Support for evolving workforce demographics

As your team evolves – whether in terms of age, background, or role – ensure that the programme can accommodate a multigenerational workforce with diverse needs. Update the programme to address these shifts and offer relevant resources for different stages of life (e.g., supporting younger staff with career development or providing menopause support for older employees).



Pivoting in response to feedback

Use feedback from employees to tweak the programme in real time. If employees express new concerns or suggest different resources, adapt your offerings to stay relevant and supportive. For example, if your team is facing a particularly stressful holiday season, you might introduce additional stress management resources or flexible working options.



Seasonal adaptations

Be prepared to adapt your wellbeing programme to accommodate seasonal fluctuations in team sizes and workloads. For example, during busy seasons, you may want to offer additional mental health support or increase the availability of physical recovery options. Conversely, during quieter months, focus on offering career development resources or financial planning workshops.

Final thoughts

The challenges posed by rising employment taxes and a shift towards part time work demand innovative solutions from hospitality businesses. While these structural changes create obstacles to maintaining cohesive and supported teams, a comprehensive wellbeing programme can go a long way toward mitigating their impact.

By prioritising mental, physical, financial, and social wellbeing, employers can create an environment where staff feel valued, supported, and empowered, even in the face of reduced working hours or fragmented teams. Offering flexible, accessible, and inclusive resources ensures that employees can thrive, reducing turnover and fostering loyalty even in a competitive job market.

In a sector where staff engagement directly affects service quality and business success, a robust wellbeing strategy is not just an investment in employees – it's an investment in the future of the business itself.





Wellness Cloud
Incorporating Parent Cloud

Better wellbeing.
Better mental health.
Better business.

The most comprehensive wellbeing provider on the market. Working with organisations to provide tailored wellness programmes that meet your needs and budget.

Get in touch

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