

A woman with long dark hair in a ponytail, wearing a white long-sleeved shirt, is seen from the side with her back to the camera. She has both arms raised in a celebratory gesture, with her fists clenched. The background is a bright, hazy sky with a strong sun or light source creating a lens flare effect. The overall mood is one of triumph and achievement.

From stress to success.

How payroll can deliver financial empowerment.

Research · Part 2 · UK & Ireland 2023/24

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Foreword

Financial empowerment is fast becoming one of the most pressing strategic priorities for organisations in all industries. And not just because employers recognise that helping their people to navigate through current financial stress is the right thing to do.

Business leaders are beginning to realise that if they are to finally tackle deeply ingrained productivity issues within their workforces, the starting point has to be an effective strategy to protect and enhance every aspect of an employee's wellbeing. And, now more than ever, that requires a major focus on financial wellbeing.

As our previous research paper found ([Under pressure: How financial stress impacts employee wellbeing and productivity](#)), financial wellbeing has a profound impact on the ability of people to perform at work.

Employees experiencing money worries are less able to communicate effectively and make good decisions in their jobs, and they're also more likely to suffer from stress and need more time off work.

Of course, the challenge for employers is working out how best to support financial wellbeing for their people. Employees' expectations are rising exponentially – they're turning to their employers for help and assistance in areas of their lives where previously they simply wouldn't have. Five years ago, people weren't looking to their employers to provide budgeting tools, support with saving, and more flexible pay. Payroll and HR teams are having to contend with dynamic and evolving employee demands.

[The first part of this research](#) exposed the scale and complexity of these challenges and reinforced the business case for organisations to prioritise and invest in financial wellbeing. It also highlighted the critical (but often overlooked) role of pay as

the starting point for financial wellbeing. The research found that pay via the traditional payslip is still too often serving to exacerbate financial anxiety amongst employees, rather than providing a platform for good financial behaviours and smart, informed decision-making.

This new report moves the conversation on, offering payroll and HR teams considerations and advice for developing and implementing an impactful financial wellbeing proposition. Drawing on the expertise and experience of leading thinkers and practitioners, it puts forward practical steps for employers to build trust with employees and drive better engagement around not just financial wellbeing, but financial empowerment.

The research reveals the wide range of benefits that employees are now seeking to manage their finances - from access to low-cost loans and flexible pay, through to greater education and tools to track pay and spending.

Crucially, this paper highlights the need for employers to take a holistic approach to financial empowerment, based around a clearly defined strategy which aligns with their wider wellbeing and workforce plans. In their understandable haste to respond to employee demands and support people through these challenging times, it's very easy for organisations to pursue tactical interventions like one-off cost-of-living payments. However, only a more strategic approach can foster and sustain the right cultures and behaviours in the longer term.

Much like workplace mental health offerings, an organisation's approach to employee financial empowerment must be based on the individual's requirements, offering multiple solutions as appropriate. An understanding of employees' needs is therefore critical.

Integration is key. Information and educational resources to boost financial literacy should be joined with products and tools to help employees understand pay,

track spending, create budgets, and unlock greater pay flexibility. Support from relevant colleagues or experts also has a role to play.

As experts in payroll, we're helping clients to develop holistic and future-looking financial wellbeing strategies with pay and payroll at their centre.

In doing so, we're enabling organisations to support their employees in tackling financial issues head on, reducing stress and anxiety, and empowering people to take control of their financial situation.



David Roberts

Principal Product Manager - Fintech, Zellis

Research methodology

Zellis commissioned comprehensive independent research among a wide cross-section of the workforce:



2,502 online interviews with employees in the UK and Republic of Ireland who were non-management level.



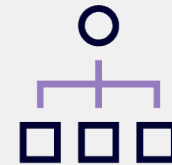
72% of respondents worked full-time and 28% worked part-time.



Respondents worked for organisations in a wide range of industries including healthcare, government, public sector, retail, hospitality and leisure, transport, manufacturing, and financial services.



The respondents worked for organisations of all sizes, with 52% working for companies with 1,000 or more employees.



58% were on a fixed salary and 42% were paid on an hourly basis or at a variable rate.

Note: Totals in charts/tables for single-coded questions sometimes add up to more or less than 100% due to rounding.

Research was conducted by Insight Avenue in July 2023. Data set informed both [Part One](#) and Part Two (present paper)

Our expert contributors

The following people provided interviews to add context and insight to the research data. We are grateful for their input and support.



David Roberts

Principal Product Manager - Fintech
Zellis

A seasoned product manager with a dual technology and commercial background, David leads product strategy and development at Zellis, within the FinTech domain. He thrives on finding solutions to address user needs. His most recent launch is MyView PayNow, our financial wellbeing app incorporating flexible pay, financial information, budgeting, and saving tools. David's expertise stems from leading product, innovation, and marketing areas at diverse organisations including Admiral, RAC, and Warburtons.



Charles Cotton

Senior Performance and Reward Adviser
CIPD

Charles Cotton is a CIPD senior adviser. He directs its reward research agenda and recently led on how HR teams can help tackle in-work poverty and support their staff during the cost-of-living crisis. He is also responsible for the CIPD's public policy work on pay and benefits and has given evidence to several Select Committees, such as on executive remuneration and ethnicity pay reporting, as well as responding to various consultations, including on pensions, the national minimum wage, and corporate governance.



Heidi Allan

Principal - Head of Financial Wellbeing
LCP

Heidi has been in the pension and employee benefits industry since the early 1990s and has worked for organisations from both a consultancy and provider perspective. Over the last decade she has produced and authored a number of thought leadership papers on many facets of employee wellbeing. Heidi helps clients to understand their workforce and the challenges they may be facing, supporting them in providing a valued, engaging, and well-communicated benefits package.

Part 01:

Trust is key



The research found that 77% of employees have experienced financial stress and anxiety over the past 12 months, and this figure rises to 83% amongst employees under the age of 35.

Significantly, this stress is impacting people during work, as well as in their broader lives away from work. Employees reported that their sleep is affected by financial worries and this has a knock-on effect on their focus and productivity, and their ability to make good decisions and communicate effectively at work.

Faced with these growing financial worries, employees are increasingly looking for help and advice on how best to manage their finances.

People are most inclined to turn to friends and family in the first instance when seeking support. They trust friends and family to help them with their financial worries far more than they do professional advisors, colleagues and their employers.

Fig. 1. Most trusted sources of support for employees with financial worries

Whom do you trust to give you support with any financial worries you may have?



Significantly, levels of trust towards employers to provide support in relation to financial worries are significantly lower amongst younger employees and those experiencing high levels of financial stress.



Charles Cotton

Senior Performance and
Reward Adviser, CIPD

"One of the biggest barriers to building trust around financial wellbeing is that money is still very much a taboo subject at work and, to a large degree, in UK culture more broadly. People just don't feel comfortable discussing money matters. Many of us don't like doing it with our closest friends, never mind our employers. And this sentiment is often even more prevalent amongst more senior employees on higher salaries who feel that any admission to colleagues that they have financial worries undermines their credibility.

The starting point to improve financial wellbeing must be a concerted effort to tackle the stigma around money, encouraging people to be more open about their financial circumstances. The reality is that anybody can experience money-related difficulties and not just because of rising costs of living – it could be an unexpected bereavement or illness, or divorce, which has profound financial consequences.

Employers need to create discreet channels for people to discuss their worries and get help. And at the same time, organisations must get better at raising awareness of the benefits that they offer, which are there to support people, both to stop them falling into difficulties and then, if required, to help them to get out of any difficulties they encounter."



David Roberts

Principal Product Manager
– Fintech, Zellis

"We need to recognise pay as the foundation for financial empowerment, and acknowledge the critical role of employers and payroll in driving improved financial wellbeing."

"There are some key areas that people can focus on to gain more understanding and control of their finances, and importantly product solutions and information to help. Firstly, employees need to be able to track their pay money coming in and their spend money going out. Without this visibility, it's impossible to budget and make informed financial decisions.

People also need to build savings to create greater financial resilience for unexpected events and expenses. Research has revealed that employees are much more likely to save some of their income if it's put aside into a savings pot from their pay.

Greater flexibility in pay can also help financial wellbeing. For example, if someone is able to access some of their money when they need it during the month, it dramatically reduces their reliance on expensive loans or credit cards and allows them to feel more in control.

Another important step towards financial empowerment is financial literacy. Financial information and tools can increase financial knowledge and drive better choices. Everyone learns in different ways, so information would ideally be provided in different formats from videos to written snippets. Examples could range from ensuring employees understand their payslips to being aware of their eligibility for state benefits – millions of people are missing out on hundreds of pounds a year to which they're entitled from UK government agencies.

Education and awareness are crucial to build trust – and technological tools can make accessing that help easier. We need to do more to make sure people are aware of and understand the products that are available to them."



Heidi Allan

Principal – Head of
Financial Wellbeing, LCP

“Levels of trust between employers and employees vary significantly between sectors. It’s harder for organisations to build trusted and transparent relationships with people within industries where the workforce is more transient due to the higher and more frequent turnover. This includes sectors such as retail and hospitality.

More broadly, the psychological contract between the employer and the employee has changed dramatically over the last 20 years. Having a job for life - where employees work their way up through the organisation over time - is becoming rarer.

As technology has evolved and new generations have entered the workplace, employees have shifted to a very different mindset. People have become more loyal to their industry rather than to one specific organisation. If they want to enhance their career, they’re more inclined to move to an organisation which will provide them with a quicker and more immediate opportunity, than they are to seek these opportunities with their current employer. These dynamics are making it more challenging for employers to build trust.”

Part 02:

Employees want more support



While current levels of trust towards employers in relation to financial support could be higher, the research reveals a great appetite amongst employees for their employers to do more to improve their financial acumen, resilience and capability.

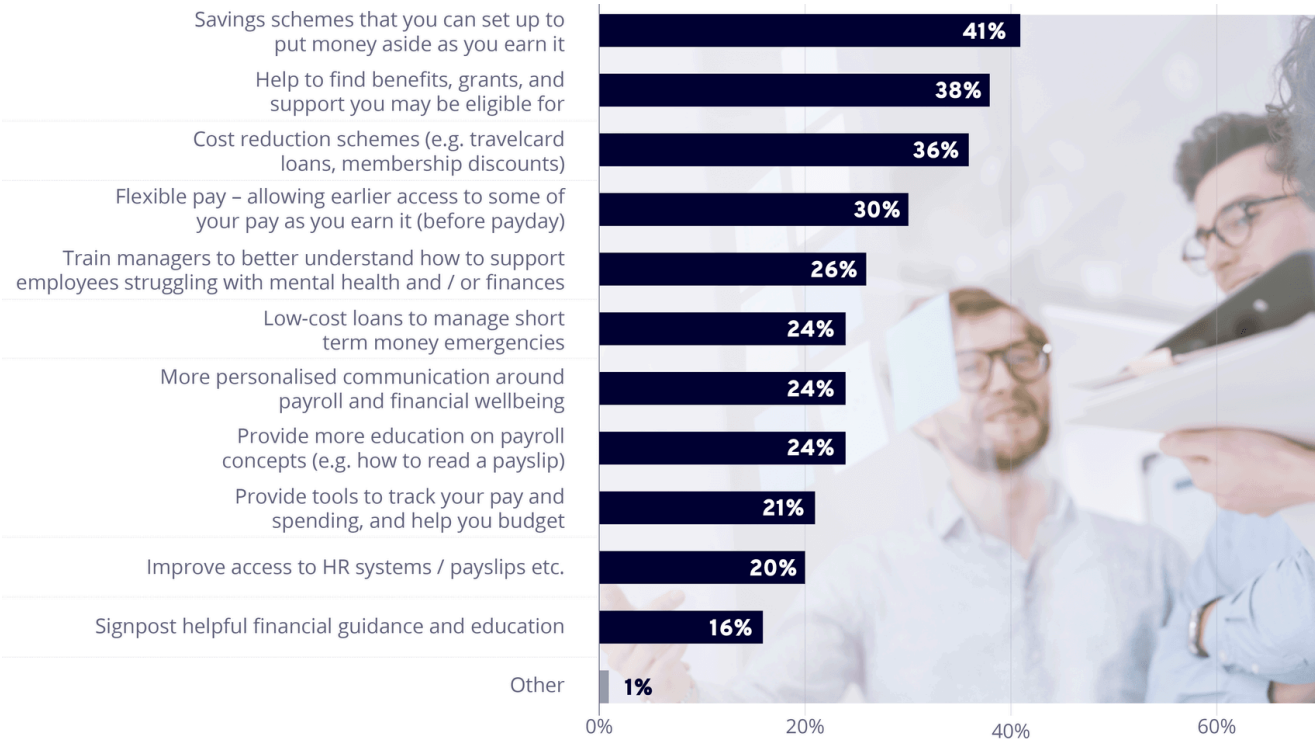
94% of employees believe it's important that employers provide support for financial wellbeing, with this figure rising even higher amongst younger workers and those experiencing high levels of

Employees point to a wide range of ways in which their employer could better support their financial wellbeing. These include schemes which allow people to save as they earn, providing help to employees to identify benefits and grants for which they are eligible, and offering cost reduction schemes.

30% of employees regard flexible pay as one of the top three ways in which their employer could better support their financial wellbeing. Also known as earned wage access, this allows employees to access some of their pay as they earn it, rather than having to wait until a set payday. Significantly, younger workers are most likely to see flexible pay as valuable.

Fig. 2. Ways in which people feel that their employer could better support their financial wellbeing

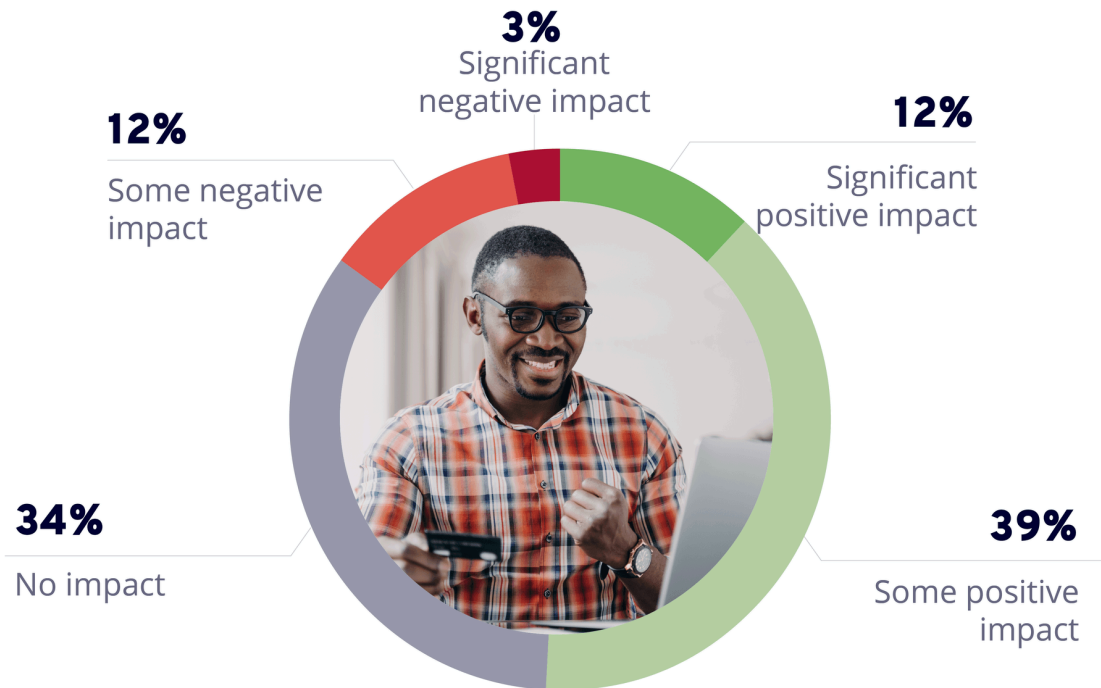
What three steps could your employer take to better support your financial empowerment?



Other areas where employers can better support financial wellbeing include the provision of low-cost loans to help people manage short term money emergencies, more education around payroll, and tools to track pay and spending.

Fig. 3. Potential impact of flexible pay on financial empowerment

Flexible pay allows you to draw down part of your earnings throughout the month, without waiting for payday. What impact would this have on your financial empowerment?



Flexible pay (earned wage access)

The majority of employees believe that having the ability to draw down part of their earnings throughout the month, without having to wait until payday, would have a positive impact on their financial wellbeing.

Employers need to formalise their approach to financial wellbeing



Charles Cotton

Senior Performance and
Reward Adviser, CIPD

"Different groups of the workforce have been impacted in different ways as the cost-of-living crisis has evolved and deepened. From sharp rises in energy prices and food in the early stages, through to steep increases in accommodation costs – be that rent or mortgage rates – there are now so many different pressures impacting employees. It's not just people on low salaries and those starting out in their careers that are feeling the pinch, it's also more senior and highly paid people.

That's why employers are now receiving such a wide variety of requests, whether that be salary advances, emergency welfare loans or support with financial planning. Earned wage access is an incredibly powerful tool if it's used appropriately and responsibly. It's positive to see the industry working on a Code of Practice for providers in this space and encouraging that HMRC is consulting on how to reduce the payroll administration for employers looking to pay people more frequently and irregularly."

The reality is that financial wellbeing provision is still in its early days. A lot of employers still don't have a formalised policy for financial wellbeing.

In many ways, financial wellbeing provision is at the same stage that mental health and wellbeing was at ten years ago when very few organisations talked about mental health – all the focus for wellbeing was around physical wellbeing. That's completely transformed now and mental health is a huge focus for organisations. We need to achieve the same level of progress within financial wellbeing."

Flexible pay delivers benefits for both employees and employers



David Roberts

Principal Product Manager -
Fintech,
Zellis

"Earned wage access is rapidly increasing in popularity across Europe and especially in the UK as more employers become aware of its benefits.

That said, there is still a lot of myth busting to be done to increase understanding of earned wage access – a lot of people still think of it as a form of loan which it isn't. Earned wage access is simply about paying people sooner for work that they're already done. It provides choice as it makes pay already earned available when they've earned it if they need it. It can help people pay bills and cover unexpected costs more quickly, to avoid having to borrow from family or take out a loan that may have high interest rates.

There are also advantages for employers. Offering earned wage access along with other financial wellbeing services can help organisations to fill shifts, perhaps because employees are more inclined to do overtime when they know they can be paid more quickly.

Significantly, uptake of earned wage access is consistent across all levels of seniority within organisations. It's not just lower paid employees or younger people that are finding it useful. Everybody, not matter how much they earn, will have a period in the year or a moment within their working lives when they need faster access to their pay.

Crucially, employees must be able to access earned wage access in a way that is convenient, safe, and comfortable for them. Employers need to put in place processes and safe lines of communication to ensure this is the case."

A focus on building savings habits is critical to bolstering employee financial resilience



Heidi Allan

Head of Financial Wellbeing

LCP

"Supporting employees to build positive savings habits for today and tomorrow is rising up the agenda for many organisations. By providing access to information, as well as options to support employees to build their savings capability, they are empowering them to manage their money in the way that they need."

If employers can get the savings approach right, then they can have a real impact in helping employees to build resilience and financial capability. And this in turn frees people up to make good decisions about all of the things that follow on, such as critical illness and private medical insurance, and through to more community and sustainability focused benefits such as electric vehicles and charity giving. All these factors stem from having the right foundations in place. This means focusing on savings first and foremost."

Progressive organisations are looking at how they can build greater financial resilience among their workforce, with a major focus on savings, through products such as ISAs and everyday savings accounts, loyalty savings schemes, and Sharesave and Save As You Earn (SAYE) schemes. Even if it's only small amounts each month, employers can help employees to build up their savings and this will have a hugely positive effect on their financial wellness."

Part 03:

A lack of engagement



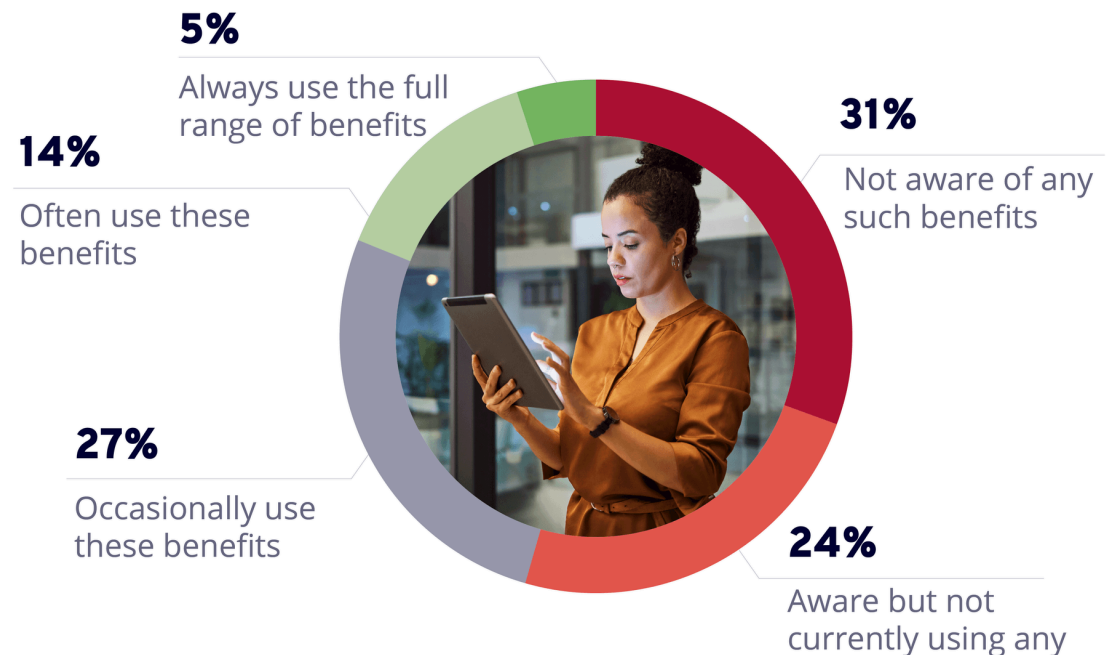
The research exposes an apparent contradiction, where employees state that they better support for their financial wellbeing, but many aren't even taking advantage of the help that is currently available to them.

Awareness of financial support is particularly low amongst people on variable pay, older workers and those working in smaller companies.

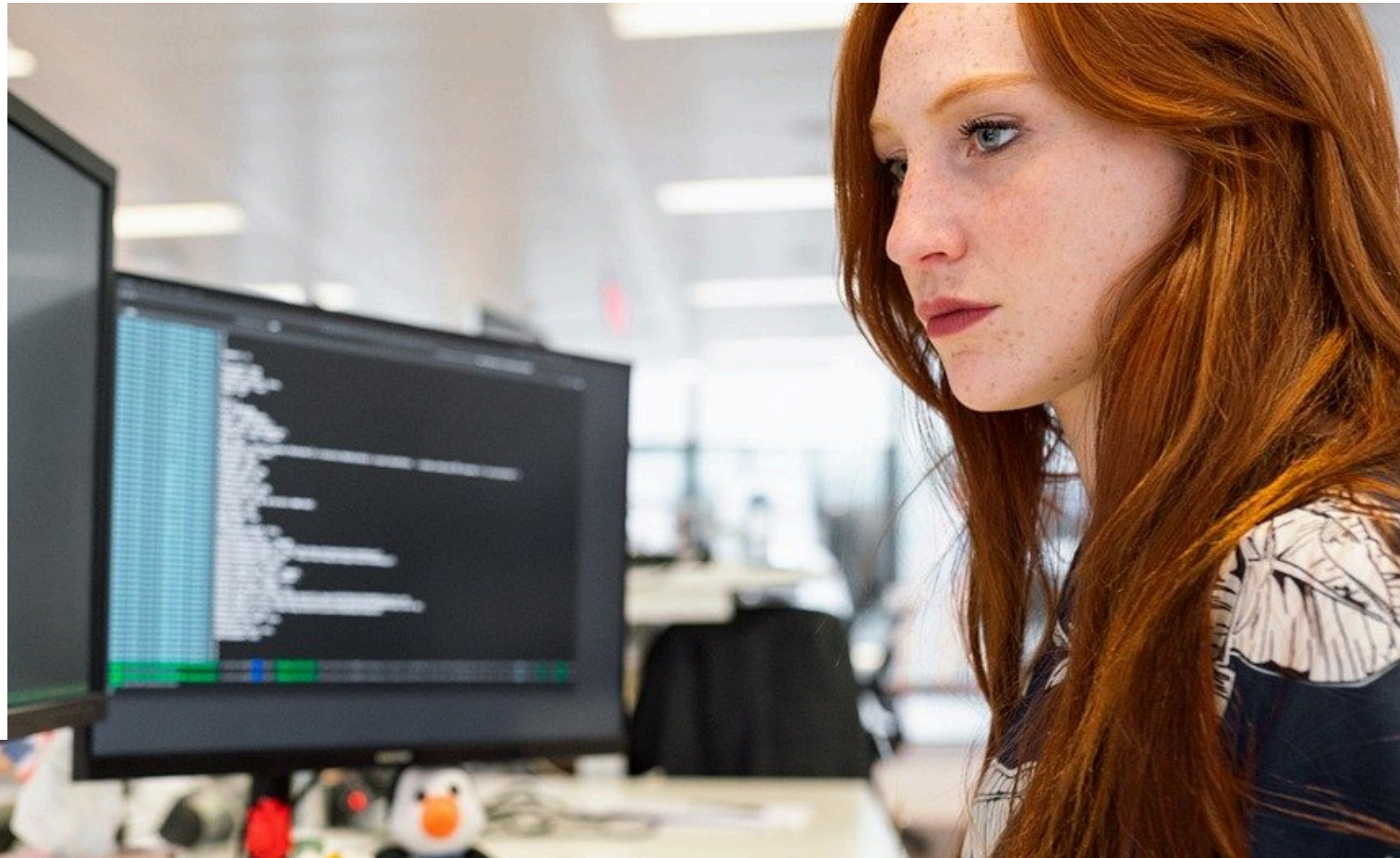
One reason why many employees aren't currently aware or engaged with their employer's financial wellbeing provision is undoubtedly due to the way in which support is communicated and delivered. Indeed, the research shows that employees have firm ideas about how employers should be delivering help and advice.

Fig. 3. Extent to which employees take advantage of the benefits and financial support available to them

To what extent do you take advantage of benefits and financial support available to you (e.g. discount vouchers, help-to-buy, etc)?



Most of all, employees express a preference for accessing financial wellbeing support through a digital payslip or within a workplace HR platform. Other preferred channels for accessing support include line managers, internal financial officers and external financial experts. Artificial Intelligence (AI) can now be used to develop tools including chatbots and resource assistance, but this does not appear to be something employers are yet seizing on to support financial knowledge and empowerment.



More than half of employees are currently not using the benefits and financial support (such as discount vouchers and help to buy schemes) that are available to them and almost a third aren't even aware of this support. This may also be an indication of the burden of HR and payroll teams are under to provide clarity and offer tools to help people access accurate information and support.

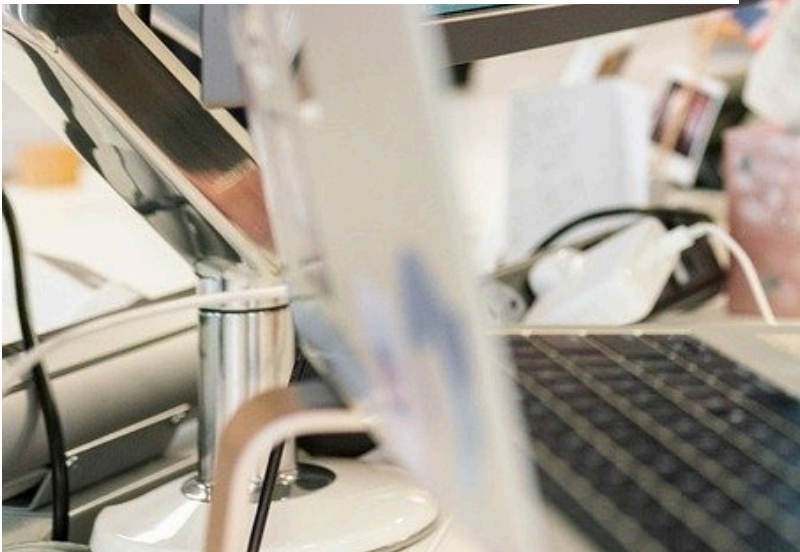
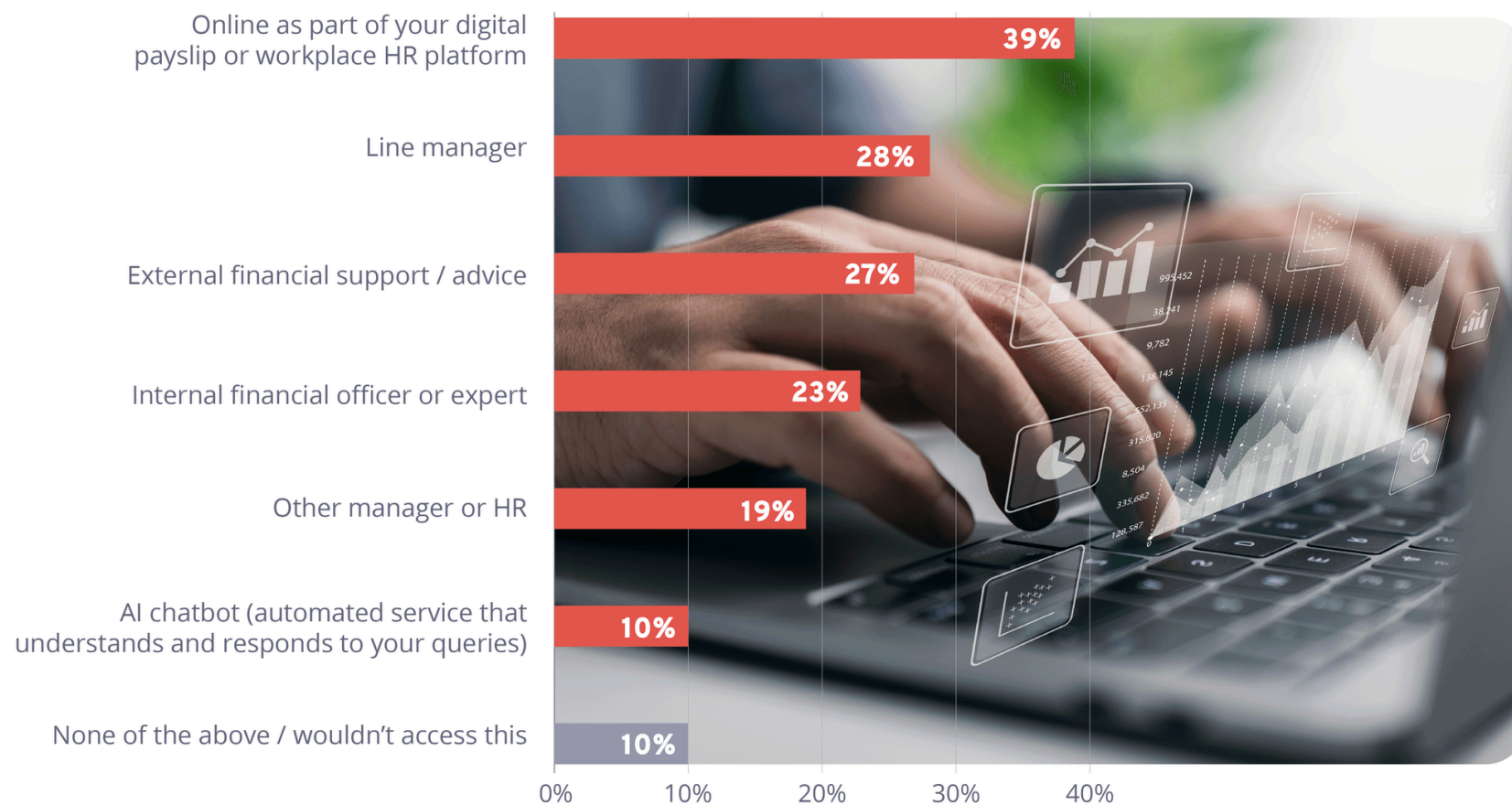


Fig. 4. How employees prefer to access financial empowerment support from employer

Thinking about financial empowerment support from your employer, how would you prefer to access this?

43% of workers under the age of 35 want to be able to access financial wellbeing support from their employer online as part of their digital payslip or workplace HR platform.





Charles Cotton

Senior Performance and Reward Adviser,
CIPD

Employers need to drive awareness of financial wellbeing benefits and demonstrate how they're already helping employees

"Among many employees, there is a feeling that employers are now offering too many benefits and it's becoming almost impossible to understand what is available.

Employers need to get better at packaging up and communicating groups of benefits which can help people in particular situations or scenarios. Employees often only become aware of benefits when they become relevant to them. They won't know that their organisation has financial wellbeing benefits until they run into financial difficulty. This is problematic because they're not engaging with these benefits early enough – they're missing out on preventative interventions.

So employers need to consistently push relevant messages so employees are more aware of the benefits and support that are available to them and can identify sooner when particular products and services might be useful.

If employers can tackle the taboo around money, then they can look to create a culture where people can discuss their financial issues with their line managers or HR and payroll teams. But even without that level of openness, people still need to know where they can access help, for instance on a website or through a benefits platform.

Employers should also look to share anonymised examples of how they have supported employees with their financial wellbeing through specific benefits as this helps to normalise these issues and show people that, with the right support, they can navigate through the problems they're facing."



David Roberts

Principal Product Manager - Fintech
Zellis

It's often easier for employers to implement financial empowerment solutions by working with a trusted payroll partner. Once these are set up, a drive by employers to create employee awareness and engagement is crucial.

"When it comes to financial wellbeing solutions such as flexible pay, there is still a perception within some organisations that it's going to take a lot of time and money for payroll teams to set up and manage. That can be a deal breaker for many.

But actually, that's not the case. Providers such as Zellis are now offering financial wellbeing solutions as standard part of payroll offerings. We're also providing free setup consultancy to ensure customers can implement earned wage access quickly and seamlessly, with minimal manual work required on an ongoing basis.

Across a wide range of industries, we're seeing growing interest in financial wellbeing solutions, including at board level. Senior executives are becoming ever more aware of the need to drive improved financial wellbeing across their workforce.

Once implemented, driving awareness and engagement of the benefits on offer is critical. Our research found that 31% of employees are not aware of what's available. For companies that have launched financial wellbeing solutions, this should be a focus"



Heidi Allan

Head of Financial Wellbeing

LCP

Education and communication are essential to increasing knowledge and engagement.

"Financial education is so important in building knowledge. If people don't understand what 'death in service' means or understand how critical illness cover works, and they feel uncomfortable asking their employers about gaps in their knowledge, then they just won't engage with these things. This is often a problem that's exacerbated over time. The older people get, and the more senior they are, the more they feel they should understand these terms, and the harder it gets for them to raise their hand to ask questions.

The more we can communicate and support knowledge building at every stage of people's careers, the greater the levels of understanding. This will result in improved levels of engagement.

Organisations need to be smarter about their communications and more effective in demonstrating both how they're supporting employees and what impact they're having in improving financial wellness. It doesn't matter how good an employer's financial wellbeing provision is; if employees don't recognise it and don't value it, it's much easier for them to move on from the organisation."

Part 04:

The long-term view of financial wellbeing



Beyond the current cost of living crisis, the research identifies several factors that would help financial wellbeing on a more sustainable, long-term basis.

Most of all, employees believe that greater knowledge of the different financial support options that are available to them from their employer would improve their financial wellbeing. Close behind this, employees point to better access to affordable credit and financial planning support as other things that would help their long-term financial wellbeing.

Fig. 5. Employee views on things that would most improve their financial empowerment longer term

Longer term, which of the following do you think would most improve your financial empowerment?





Developing the pay process as a hub for better financial empowerment requires trust and clarity.

Consistency and accuracy in payroll are always critically important. However, if errors do happen, it's just as important to make the correction process as easy as possible.

While many employees struggle to fully understand their payslips, as many as 58% claim even so to have noticed an error on their pay.

As you might expect during a cost-of-living crisis, the implications of any missed or underpayments are wide-ranging and, in some instances, profoundly damaging.



David Roberts

Principal Product Manager - Fintech
Zellis

The need for a holistic approach to financial wellbeing

"Financial wellbeing provision is going to become increasingly critical for employers to attract and retain high quality talent. As employees become more reliant on financial wellbeing tools, they will give far more scrutiny to what employers are offering. For the financial wellbeing industry, this will mean a rapid increase in demand from both employers and employees for improved solutions.

We're already seeing a trend towards more holistic products and offerings, and this will intensify over the next few years. We'll see much greater integration between financial information and tools, savings, earned wage access and financial coaches with more traditional existing benefits as well. Employers and providers will bring financial wellbeing benefits together into one place for a coherent experience, increasing employee engagement with access to solutions when they need them.

We're likely to see innovative new financial wellbeing products entering the market. For instance, [Work Report](#) allows employees to verify and share financial and income information to streamline access to products such as mortgages. For employers, it reduces the burden on payroll teams.

Harnessing AI and automation will eventually allow technological solutions to be scaled, giving access to more people. For example, AI could be used to identify patterns of behaviour which suggests financial vulnerability, triggering help by signposting support or providing personalised financial guidance.

It's all about reducing the hassle and stress of managing finances, empowering people to take control and make better decisions."



Heidi Allan

Principal - Head of Financial Wellbeing
LCP

Employers can use payroll as a platform for better financial behaviours

"Pay and income underpin financial wellbeing. Everything is driven by what people earn, as this is the enabler for us to do the things we care about. The more we can encourage people to be engaged with their payslip, the greater the opportunity for employers to share information, educate people and offer relevant support and services.

Crucially, the more engaged people are with their income, the more likely they are to manage their money better. They're able to see how their decisions affect both their everyday and future finances. They also become more confident in making active choices which will enhance their financial wellness and their lives.

What's encouraging is the fact that financial wellbeing is now very much on the corporate agenda compared with two years ago. These conversations are being projected far and wide, and the more debate we have, the more research is conducted, the better equipped we as an industry will be to improve financial wellness across the UK workforce."

Conclusion:

A holistic approach to
financial
empowerment



Conclusion

Payroll can provide a platform for enhanced employee wellbeing and performance.

The cost-of-living crisis has been a catalyst for employers to build out their financial wellbeing provision, in much the same way as the pandemic caused organisations to focus on mental health and wellbeing.

As this research shows, employees are now looking to their employers for help with every aspect of their financial wellbeing. This will remain the case going forward, even once the recent challenges of high energy and food prices and rising interest rates subside.

There will always be moments in people's lives, or times during the year, when they will have need of information, support, and tools to make smart decisions and negotiate the financial challenges facing them.

The fact that employees of all ages and all levels of seniority have needed help over the last two years has shifted the dial.

Employers have recognised that financial wellbeing is essential across the entire workforce.

However, it's important that employers develop a comprehensive, forward-looking strategy for financial empowerment, rather than pursuing one-off tactical interventions in response to employee demands. They need a clear vision and plan to enhance financial wellness across the workforce. As we have seen, not only is this crucial in improving financial wellness, it's also vital in improving employee experience, meeting talent acquisition and retention goals, and developing a more motivated and productive workforce.



Financial empowerment, going beyond just wellbeing, is now gathering momentum. Many employers are making solid progress in expanding their benefits provision to offer employees a broader range of support and products to better manage their finances.

The research highlights the need for organisations to deliver a holistic financial empowerment toolkit, which encompasses financial education, clear lines of communication, budgeting tools, and a wide variety of financial products. It's not enough for employers to simply introduce new tools and products into their benefits provision and leave employees to find them and understand them.

Benefits need to be packaged up so that employees can easily access the full range of resources, tools and support they need to deal with each particular challenge or scenario.

Payroll represents a largely untapped opportunity for employers to deliver impactful financial education and drive higher levels of engagement with financial wellbeing. At Zellis, we're helping organisations to position pay at the heart of their financial wellness strategies, as a platform for employees to build savings, make their money stretch further, and make informed decisions about spending.

We're also enabling employers to offer employees greater flexibility in how and when they are paid, to cope with unexpected financial pressures.

Payroll must evolve to spearhead employers' financial wellbeing initiatives and become the first port of call for employees to tackle financial stress.

But the reality is that many payroll teams already find themselves under immense pressure, struggling to keep up to speed with constantly changing legislation and business needs, while also managing worsening resourcing challenges.

In response to these challenges, payroll leaders need to lean on trusted experts to develop robust strategies for transformation.

This means implementing the latest technologies to optimise their operations, deliver enhanced experiences to employees, and liberate their teams from repetitive administrative tasks to focus on higher-value work.

Payroll leaders find themselves with an unprecedented, career-defining opportunity to re-define the role of pay within their organisation.

Those who rise to this challenge, drawing on the support and expertise of partners, can positively impact the financial wellbeing of their workforce and deliver tangible, positive business impact to their organisations.

Employers should aim to help employees know what it feels like to make good financial decisions



Heidi Allan

Principal - Head of Financial
Wellbeing
LCP

"Employers are increasingly recognising the intersections between financial, mental, and physical health. If people are worried about money, this often has a knock-on effect on their physical health and emotional wellbeing.

But when an employee is taking a proactive approach to managing her finances, they are able to make more conscious decisions. This includes elements such as grocery shopping, which impacts nutritional choices and physical health. Similarly, they will feel more confident and in control, leading to higher performance and better productivity at work.

Employers should be doing everything they can to show people what it feels like to make good decisions and take personal responsibility, control, and ownership over their lives."

Learn more

For further information on this research, or to discuss how Zellis can help you boost employee financial wellbeing, contact us:

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This is Part 2 of Zellis' **2023/24** research on financial wellbeing.

Read Part 1 here:

- [Under pressure: How financial stress impacts employee wellbeing and productivity.](#)

Our **2022** financial wellbeing research is also available in two parts:

- [Part 1: Your Employees Are Counting on You.](#)
- [Part 2: Employer's Guide to Protecting Financial Wellbeing for the Workforce](#)

Thank you for reading

From stress to success

How payroll can deliver financial empowerment

Research · Part 2 · UK & Ireland 2024

This is part 2 of our 2023 financial wellbeing research

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Read our 2022 financial wellbeing research

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