HEARSTLAB

Future of Work Report:

The New Rules of Workforce Wellbeing

2025

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About the Report

What's next for employee wellbeing, benefits innovation, and the business of care?

Workforce wellbeing is at a tipping point. With record levels of burnout, evolving definitions of flexibility, and new demands for inclusive care, HR and benefits leaders are being challenged to rewrite the rules. This report unpacks the trends shaping the next decade of workforce innovation—from mental health and financial wellness to caregiving support and flexible staffing—and offers a data-backed look at how companies are turning empathy into ROI.

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Girls With Impact (GWI), a 501c3, is the nation's only live, online Business & Leadership program equipping young women and girls with the skills, confidence, and network to position them for success in school, career, and life. Offered year-round, our outcomes-driven suite of tuition-free programs for underserved communities ranges from our Mini-MBA program, where young women develop a business plan and venture pitch from the spark of an idea, to the Career Accelerator series teaching the skills necessary to be prepared to step into--and succeed--in the workplace from Day 1. Rounded out by Mentoring & Coaching, and in-school SheLeads Clubs, GWI is driving the development of confidence, leadership, college readiness, and professional skills for success.

Since its inception, GWI has impacted nearly 20,000 young women to date and is on a mission to serve 50,000 by 2030. Our community of individuals, corporations, and foundations makes our work possible, setting a new standard in business education while building a strong talent pipeline of next-gen leaders.

Join GWI's community and impact at www.girlswithimpact.org.

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Kenvue Inc. (NYSE: KVUE) is the world's largest pure-play consumer health company by revenue. Built on more than a century of heritage, our iconic brands—such as Aveeno®, BAND-AID® Brand, Johnson's®, Listerine®, Neutrogena®, and Tylenol®—are science-backed and recommended by healthcare professionals around the world. At Kenvue, we harness the extraordinary power of everyday care to earn a place in consumers' hearts and homes. For more information, visit www.kenvue.com.

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Introduction

We're excited to introduce our inaugural **Future of Work Report: The New Rules of Workforce Wellbeing** — a fresh, data-driven look at how employees and employers alike are redefining what it means to work well in a world that's evolving faster than ever.

This report is designed to help **benefits leaders, HR executives, and innovators** understand today's workforce — not just what's changing, but why. From caregiving and financial wellness to temp staffing and leave management, we unpack the behaviors, values, and expectations driving the next generation of workplace innovation.

By combining **first-party insights, cultural analysis, and expert commentary**, this report goes beyond surface-level trends to explore how wellbeing is becoming a strategic business advantage. Whether you're building a new benefits strategy, rethinking employee experience, or future-proofing your talent model, we hope this report becomes a trusted resource for navigating — and leading — the future of work.

ABOUT HEARSTLAB

HearstLab is a mission-focused strategic corporate venture fund committed to changing the 2%. We invest in and support early-stage, women-led technology startups with both capital and hands-on expertise. To date, HearstLab has invested in over 80 exclusively women-led companies valued at over $2.6 billion collectively.

80+

Investments in women-led companies to date

$2.6B

Total value created by portfolio companies

220+

Scouts from across the Hearst network

01

The Workforce Is Now a Marketplace

Jennifer Ryan

Founder & CEO
Croux

croux.co

About Croux

Nearly 40% of Americans now earn extra income on the side, revealing cracks in how traditional jobs meet modern needs. At the same time, the industries that keep our communities running — from hospitality to manufacturing — are struggling to keep shifts filled. Croux is closing that gap. Co-founded by Jennifer Ryan, Kenny Kung, and Stewart Price, Croux connects people who want to work with businesses that need them — fast. By giving workers flexibility, fair pay, and benefits, and helping businesses predict demand and access trusted talent, Croux is powering local economies — starting in America's Heartland.

Work has become a marketplace, and workers are the shoppers. For decades, human resource departments treated contingent labor as a side channel – something to manage when demand spiked or people churned. But workers have flipped the script. They now shop for work the way consumers shop on Amazon, comparing pay, culture, flexibility, and speed before they click “buy.” HR isn’t just designing employee experiences anymore; it’s competing for attention in a marketplace.

40%

of Americans say they currently have a side hustle.

- In marketplace environments, the majority of workers choose shifts based on speed of pay and trust in the employer — not job title.
- Employers using labor marketplaces often cut time-to-fill dramatically — shifting from days to minutes.

Key Insights

- Workers act like consumers. They evaluate shifts, benefits, and companies against real-time alternatives. Loyalty is transactional, earned shift by shift.
- The “employer brand” is table stakes. In a marketplace model, transparency and trust win over glossy campaigns. Workers share reviews, post screenshots, and warn others if an employer burns them.
- The middle has been hollowed out. You either compete on quality (flexibility, fairness, fast pay) or you’ll be left with the lowest-skill, lowest-engagement talent.

Why It Matters

The employer-employee relationship has been de-centered. For CHROs, this isn't about fighting the tide; it's about building marketplace fluency. The companies that win will treat labor supply like customer acquisition: reduce friction, over-communicate, and deliver value quickly. The ones who don't? They'll lose credibility...and coverage.

What's Next?

- Expect ratings and reviews of employers to drive staffing choices, not just recruiter relationships.
- Marketplaces will reward companies who design worker-first experiences: clear expectations, fair pay, instant feedback.
- HR leaders must learn to compete in real time—staffing is now as much brand management as it is scheduling.

Takeaways for Employers

01 **Shift from headcount to conversion.** Think of talent like customers: how many convert from sign-up to a shift worked?

02 **Redesign touch points.** Every interaction should be fast, transparent, and respectful — just like a customer journey.

03 **Lead with fairness and trust.** In marketplaces, reputation compounds quickly. A single bad experience can ripple across hundreds of potential hires.

04 **Measure what matters.** Beyond retention, focus on speed-to-fill to gauge labor strategy health. Pair that with Worker NPS to track loyalty and advocacy, and use the Ellis Test for deeper insight into whether workers would choose you again.

02

Closing the Estate Planning Gap

How Employers Can Empower Financial Wellness

Estately.
by FREEWILL

Jenny Xia Spradling

Co-Founder & Co-CEO
FreeWill

getestately.com

About Estately

Estately empowers businesses to offer secure, user-friendly estate planning solutions as a value-added benefit for clients, employees, or partners. Powered by parent company FreeWill, the largest provider of free online estate planning tools, Estately is built on technology that has produced over 1 million trusts and wills, and raised more than $10 billion in planned and real-time donations.

With Estately, businesses can offer their clients, employees, or partners the peace of mind of having secured their legacy.

Key Insights

Only one in four Americans has an estate plan

2/3

of Americans believe having an estate plan is important

10-15%

of companies currently offer estate planning services as a benefit

- Only one in four Americans has an estate plan, according to a recent study conducted by FreeWill, Estately's parent company, and the largest provider of online estate planning tools for Americans. Despite increasing accessibility, many Americans remain uncovered.
- Two thirds of Americans believe having an estate plan is important. There is a growing interest in estate planning even though many haven't taken the necessary steps. Almost half of those who believe it is important to have an estate plan do not have one in place.
- Employers can step in to meet this growing demand by providing estate planning as an employee benefit. With the right technology, employers are well suited to offer estate planning alongside other benefits, including end-of-life solutions such as life insurance.

Why It Matters

Employers are always facing the challenges of attracting new talent and retaining employees long term. Offering financial wellness benefits like estate planning is one way to address both of these issues.

Only 10–15% of companies currently offer estate planning services as a benefit, yet demand is strong. Many Americans want an estate plan but simply haven't gotten around to creating one. In other words, estate planning is a low-coverage, high-demand benefit.

Why It Matters cont.

The payoff for employers is meaningful. According to a recent study by Bank of America, 84% of employers said offering financial wellness tools (like legal/estate planning resources) helps reduce employee attrition, and 81% believe such tools help attract higher-quality talent. Additionally, having an estate plan in place can reduce stress, provides a sense of security, and ultimately makes every employee more effective at their job.

Employee Mindset Shift

- Workers have high expectations for employers when it comes to covering benefits and ensuring a reasonable standard of living for their employees.
- In one 2025 survey by Morgan Stanley, 91% of employees said they would feel more invested in staying at their company if it offered financial benefits that met their specific needs.
- The study also stressed many workers currently feel underserved: 84% of employees believe employers should be more active in helping with employees' personal financial issues
- Bank of America found businesses drawing the same conclusion: 91% of employers observe higher employee satisfaction when they provide resources to manage overall wellbeing (including financial/legal well-being).
- Offering estate planning as a benefit meets this expectation by going beyond the basics (pay and retirement plan) and tangibly assisting with an important personal financial matter. Such support can improve employees' perception of the company. In short, workers who feel their employer "has their back" on important life planning needs are more likely to stay and be satisfied.

What's Next?

Estate planning is on the rise as digital tools lower the barrier of entry for businesses, employers, and other institutions to offer estate planning as a benefit. Estate planning is in high demand and remains low hanging fruit for employers to expand their benefits to attract and retain talent, as well as build good will with their employees, earning trust by helping secure their financial future.

Takeaways for Employers

01 Set yourself apart from other employers and attract top talent by offering estate planning as a unique benefit.

02 Invest in your employees by providing end of life benefits to build trust and secure their legacy.

03 Increase retention and employee satisfaction through financial well-being benefits, such as estate planning.

03

The Neuromajority Revolution:

Transforming Workplace Inclusion For Generations Ahead

Melissa Danielsen & Melanie Fountaine
Co-Founders
Joshin

joshin.com

About Joshin

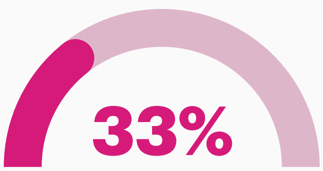
Recently acquired by RethinkFirst, Joshin is a leading provider of disability and neurodivergent support services. With personalized navigation, accommodations support, coaching, training, digital resources, and more, we're combining high-tech innovation that leverages evidence-based and clinically validated approaches with high-touch human support. Made available to managers, caregivers, employees and team members across the full organization, support is confidential, with or without a diagnosis.

Key Insights

By 2029, Millennials and Gen-Z will comprise

72%

of the workforce



of neurodivergent individuals report negative impact on mental wellbeing from workplace experiences

The neurodivergent workforce represents a rapidly growing demographic in modern workplaces, with younger generations driving unprecedented change. With 59% of Gen-Z, 62% of Millennials, and 14% of Baby Boomers identifying as neurodivergent, organizations that embrace neuroinclusion are not just doing the right thing; they're positioning themselves for superior business performance. The data reveals a large gap between the need for support and current workplace practices, creating both a challenge and a significant opportunity for forward-thinking companies.

Generational breakdown: **59%** Gen-Z, **62%** Millennials, **39%** Gen-X, **14%** Baby Boomers identify as neurodivergent

Why It Matters

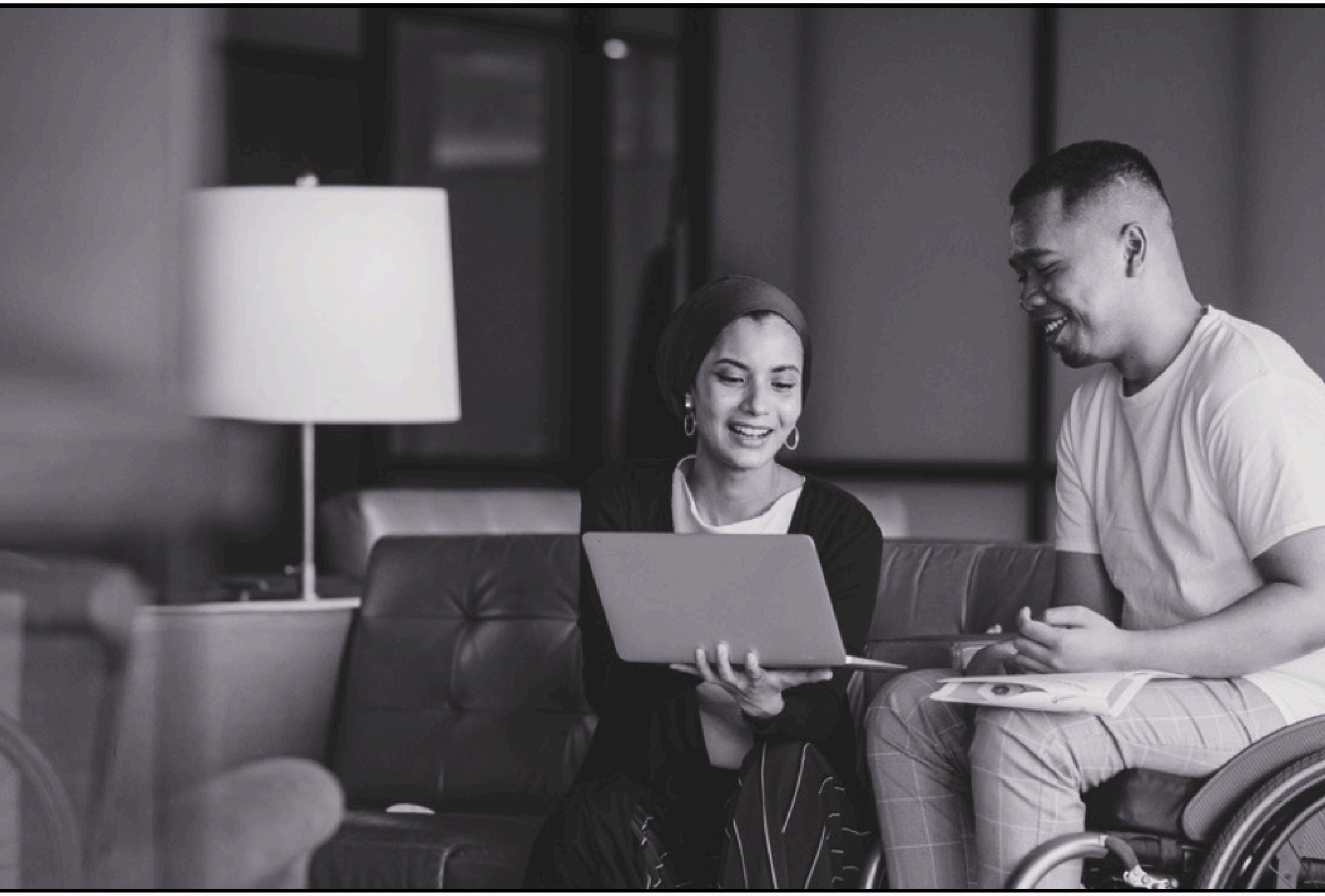
The convergence of demographic shifts and business performance data creates a compelling case for neuroinclusion. With younger, predominantly neurodivergent generations entering the workforce, companies face a choice: adapt or lose access to critical talent pools. The business case is clear; organizations with inclusive cultures are 2x more likely to meet financial targets, 3x more likely to be high-performing, 6x more innovative and agile, and 8x more likely to achieve better business outcomes.

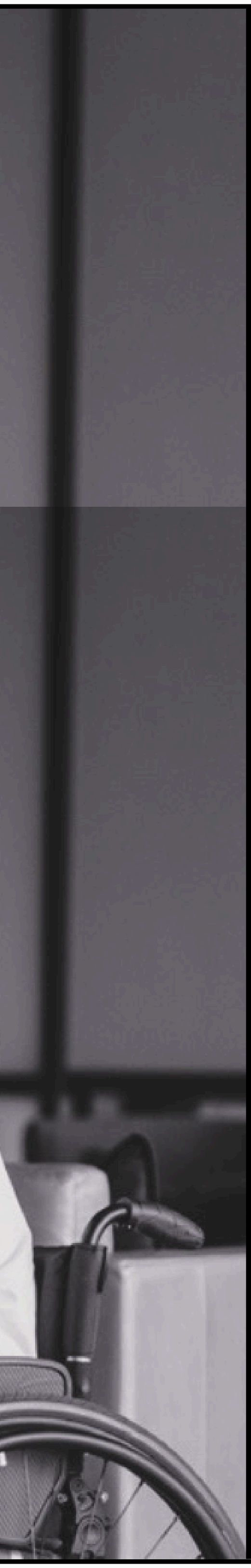
Meanwhile, 63% of employers creating neuroinclusive workplaces report positive impacts on employee wellbeing, and 60% see improved comfort levels around neurodiversity discussions. Joshin's support is a key way to drive neuroinclusion in your workplace; 84% of Joshin's coaching users experience improved mental well-being and 96% experience improved self-awareness and personal growth, leading to sustainable, long-term impact.

What's Next?

We're rapidly growing to support even more families, caregivers and employers across the globe to build engaged and higher-performing cultures while tailoring support to the fastest growing neuromajority in one combined ecosystem.

Centering underrepresented experiences, generational experiences with neurodivergence, and personalized support to all areas of life connected to disability or neurodivergence. This provides expert, agile guidance to members, employers, and teams simultaneously across the lifespan, leveraging neuro-affirming and accessible technology and a powerful network of partnerships built by and for the community.





Takeaways for Employers

01 Recognize that neuroinclusion is not just an accommodation issue—it's a talent acquisition and retention strategy for accessing the fastest-growing workforce demographic.

02 Address the disclosure gap: create psychologically safe environments where neurodivergent employees feel comfortable sharing their needs without fear of career impact or stereotyping.

03 Invest in navigation and coaching support systems that demonstrate measurable ROI through time savings, cost reduction, and improved employee wellbeing.

04 Plan for a workforce where the majority will be neurodivergent within the next decade.

05 Build comprehensive support ecosystems that serve employees, managers, and families simultaneously, recognizing that neurodivergence affects entire networks, not just individuals.

References:
Neuroinclusion at Work 2024, *Neuroinclusivity in the Workplace Survey Report 2023*, *ESG as a Workforce Strategy*, *Forbes*, *Deloitte Review*

04

Building a Climate-Positive Workforce:

Why Employee Benefits Are the Next Frontier for Corporate Impact

Scope Zero

Lizzy Kolar

CEO
Scope Zero

scope-zero.com

About Scope Zero

Scope Zero empowers organizations to turn their climate commitments into everyday action through the Carbon Savings Account® (CSA) — the world's first integrated employee benefit that funds sustainable household and commute upgrades. Think HSA but for eligible home and transportation upgrades, such as LEDs, energy-efficient appliances, and electric vehicles, that reduce utility bills, fuel expenses, and carbon footprint.

By embedding climate action into employee benefits, Scope Zero aligns corporate ESG goals with personal financial wellness, sparking measurable impact for the company, employees, and the planet.

Key Insights

69%

of employed adults want their companies to invest in sustainability efforts

of job seekers consider an employer's environmental record when evaluating a job offer

~1/2

of high-income workers consider switching jobs for a more sustainable company

- HR executives are playing a pivotal role in driving sustainability initiatives like achieving zero emissions to attract, retain, and train talent.
- Workplace expectations are shifting. Employees increasingly want their employers to take meaningful climate action—and many are more likely to stay with organizations that offer green benefits.
- Gen Z & Millennials lead demand — younger workers increasingly see sustainability as a baseline expectation. They are more likely to choose and remain with employers who align with their environmental values.
- Benefits budgets are under pressure. HR leaders are rethinking budget allocation, swapping low-engagement perks for programs with measurable environmental and financial ROI.
- Employee benefits are becoming climate benefits. Progressive employers are integrating sustainability into total rewards, linking personal carbon reductions to retention, recruitment, and engagement outcomes.

Key Insights cont.

- Climate credibility is the new trust metric. Companies that deliver transparent, measurable outcomes stand out in a crowded employer brand landscape.
    - **69% of employed adults** want their companies to invest in sustainability efforts, including reducing carbon, using renewable energy, and reducing waste (Deloitte).
    - **70% of job seekers** consider an employer's environmental record when evaluating a job offer (Gallup).
    - **Nearly half of high-income workers** consider switching jobs for a more sustainable company (Deloitte).

Why It Matters

In the same way health insurance redefined corporate responsibility in the mid-20th century, climate-positive benefits will define the employers of the next decade. Employees are looking beyond paychecks to see how their companies support their lives, values, and the world. HR leaders are becoming more central to delivering on corporate ESG commitments — with the power to operationalize sustainability at scale through the workforce.

The result? A dual return: improved talent outcomes (recruitment, retention, engagement) and accelerated climate progress (employee-centric climate action, emissions reductions).

What's Next?

- Policy tailwinds. New regulations in California (SB 253, SB 261) and pending in New York will require climate-related disclosures, raising the bar for measurable emissions data.
- Demand from within. Employee-driven efforts and ERGs will increasingly push leadership to adopt climate-aligned benefits.
- "Green" benefits go mainstream. Expect to see sustainability integrated alongside health, retirement, and wellness in open enrollment portals.
- Cross-functional collaboration. HR, ESG, and finance departments, among others, will partner to design benefits that drive both cultural and environmental outcomes.

Takeaways for Employers

01 Re-evaluate under-performing perks. Redirect budget to benefits that deliver measurable climate and employee wellness impact.

02 Co-brand climate-positive benefits as part of your employer value proposition. They are a competitive advantage in talent markets.

03 Build cross-team governance between HR and ESG to maximize both people and planet outcomes.

04 Communicate impact transparently. Show employees and stakeholders the real-world results of your investment.

05 Act today. The first-mover advantage in climate-aligned benefits won't last as adoption quickly accelerates.

05

The Hidden Drain on Employees:

The Overlooked Stress of Managing Family Finances

Sheri Atwood

CEO
SupportPay

supportpay.com

About SupportPay

SupportPay is an innovative fintech solution that aims to simplify and streamline the stressful, time-consuming, and conflict-ridden process of managing and sharing finances within modern families. Originally developed as a co-parenting solution, SupportPay has evolved into a groundbreaking platform that has since expanded to offer its innovative solution to any employee who manages money across households and bank accounts. From siblings taking care of their parents, parents caring for children, family loans, roommates, cohabitating couples, special needs family members and more. SupportPay provides and efficient, transparent and conflict-free way to manage money, delivering clarity, collaboration, and trust.

Money and family are the top two causes of employee stress. SupportPay is pioneering a new solution—Modern Family Finances—to solve both.

Today's employees aren't just individuals—they're part of financially interconnected families. But most financial wellness programs still treat them as solo decision-makers. The result? A critical gap in support where employees are left to manage the daily coordination of shared financial responsibilities without the tools to share financial information clearly, securely, and without conflict.

SupportPay fills that gap, transforming family financial stress into a streamlined, conflict-free way to manage shared responsibilities with an innovative family financial wellness solution.

Key Insights

14 hours

Time employees spend a week managing shared family finances

93%

of employees want support from their employers to reduce financial stress

- Money and family remain the top two stressors for employees. Combined, they impact productivity, wellbeing, and focus more than any other factors.
- Employees spend an average of 14 hours a week managing shared family finances, from sharing financial information to coordinating the daily demands of tracking and splitting expenses, managing payments, coordinating schedules and appointments and communicating.
- Traditional financial wellness benefits like education, advice, and budgeting, don't address the everyday financial complexity across households.
- 93% of employees want support from their employers to reduce financial stress, and yet no existing benefit addresses the real cause: family financial coordination.

The Missing Piece: Family Financial Wellness

SupportPay is pioneering a new category—Modern Family Finances—that solves the root issue: how employees split, track, and share financial responsibilities with others.

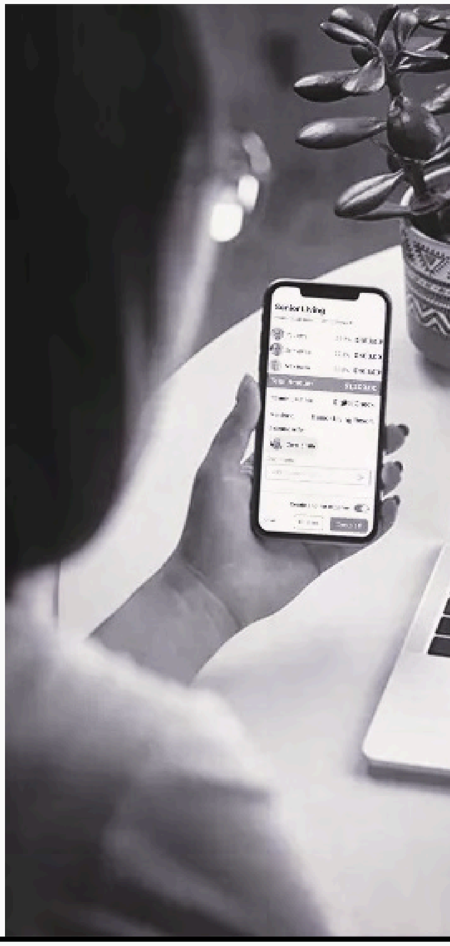
About SupportPay
SupportPay delivers the only benefit designed to manage shared financial responsibilities across households, providing a family financial wellness solution that:

- **Reduces** time spent on financial coordination by over 83%
- **Improves** family financial relationships (94% report improvement)
- **Launches** in under 30 minutes with no IT, HR, or security lift
- **Offers** certified records for legal, tax, and caregiving needs
- Utilization rates **10x higher** than other supplemental benefits

Why It Matters

- 84% of working adults are managing shared family finances across households and bank accounts
- Caregiving, parenting, elder care, roommates, family loans, special needs, and multi-generational living are the new norm, and no other financial wellness benefit addresses these realities
- Employers are absorbing the costs: lost productivity, increased healthcare claims, burnout, and turnover due to unresolved family financial conflict

This is not a niche benefit, it's a mainstream, cross-generational need that has been hiding in plain sight.



Shift in Employee Expectations

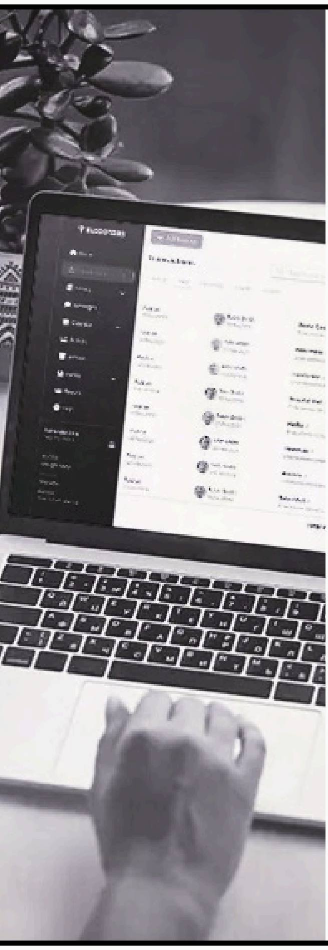
- 93% of employees say they want real solutions, not just advice or education from their employer to reduce financial stress.
- Employees expect their benefits to reflect the reality of their lives, not just individual planning, but family financial ecosystems.

What's Next for Financial Wellness?

The future of financial wellness must:

- Go beyond budgeting tools and financial literacy
- Acknowledge that financial coordination, not just financial knowledge, is the true challenge
- Offer real-time tools that reduce time, conflict, and stress, not just prepare for retirement

SupportPay is at the forefront, delivering the solution that completes existing financial wellness offerings, not competes with them.



Takeaways for Employers

01 Expand your wellness strategy to include family financial wellness, supporting employees with real tools for real life.

02 SupportPay delivers immediate time savings and measurable ROI, not just a long-term financial promise.

03 Create a culture of empathy and inclusion by acknowledging the modern family structures your employees live in and the financial complexity that comes with them.

04 Offer a benefit employees actually use, with 30 minute implementation, no integration, proven success across industries and not tied to open enrollment.

06

Pause, Care, and Thrive:

How Leave Management Became a Strategic Lever for Talent, Growth & Well-Being

Jennifer Henderson

Founder & CEO
Tilt

hellotilt.com

About Tilt

Tilt is the leave experience platform that brings clarity, confidence, and consistency to one of the most critical moments in the workplace: employee leave. For too long, managing leave has been confusing, fragmented, and stressful for HR teams, managers, and employees alike. Policies overlap, compliance risks loom, and the most human moments of work are too often buried under paperwork. Tilt changes that. By automating the administrative burden and surfacing the right guidance at the right time, Tilt gives visibility and control while keeping the employee experience human. Smart automation and AI handle compliance so HR can focus on conversations, culture, and care. With Tilt, leave is no longer a disruption – it's a cornerstone of employee well-being and workplace culture.

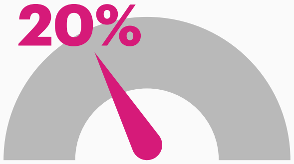
Key Insights

Companies using a leave vendor offer:

33%

more paid parental leave

20%



Free up 20% of HR's time weekly vs. companies managing leave manually

- Organizations experiencing growth report an 86% retention rate among employees returning from leave, compared to 71% in declining organizations.
- Employees in stable or growing companies are nearly 2x as likely to hit their OKRs post-leave (74% vs. 41%).
- Companies using a leave vendor offer 33% more paid parental leave and free up 20% of HR's time weekly compared to those managing leave manually.

Scan to read Tilt's 2025 Benchmark report

Why It Matters

Leave is no longer a compliance box to check; it's a strategic moment that fundamentally shapes an employee's relationship with their employer. The data show a clear link between how organizations handle leave and whether employees return engaged, productive, and loyal. Done poorly, leave leads to turnover, disengagement, and hidden costs. Done well, it becomes one of the most powerful retention and culture levers available to HR.

As the workforce grows more diverse and the pace of change accelerates, organizations can't afford to treat leave as a back-office chore. Companies that embrace a forward-thinking, employee-centered leave strategy not only protect compliance—they create trust, strengthen employer brand, and unlock performance gains. Leave has become a business strategy, not a perk.

The HR Mindset Shift

Traditionally, HR has viewed leave as a disruption: a compliance risk, a staffing burden, or an administrative cost. This mindset left employees unsupported and managers scrambling, while HR was trapped in reactive firefighting. That lens is outdated.

The shift now underway redefines leave as a time of presence, not absence—an opportunity for employees to fully engage with life's major moments and then return re-energized, loyal, and ready to perform. By leaning into this philosophy, HR leaders elevate leave from a liability to a differentiator.

This reframing also advances HR's own role. Instead of being seen as the department of rules and risks, HR positions itself as the strategic steward of employee well-being and organizational resilience. In practice, this means leveraging modern technology for efficiency, while ensuring human-centered care throughout the leave journey. When HR gets leave right, it not only safeguards compliance but also proves its value as a driver of culture, performance, and growth.

What's Next?

The future of work and care will be defined by balance: automation that ensures speed and accuracy, and human support that builds trust and empathy. As more organizations adopt this blended model, leave will shift from a hidden vulnerability to a visible strength—one that signals to employees, candidates, and stakeholders alike that the company is built for both performance and care.

Takeaways for Employers

01 Invest in scalable systems now: Manual processes drain HR bandwidth and create compliance risks; modern tools pay back in efficiency and trust

02 Redefine leave as a cultural advantage: Treat it as a high-impact moment for engagement, not an administrative burden

03 Empower HR as a strategic partner: Position leave not as a cost center, but as proof that HR drives retention, resilience, and business outcomes

07

The Future of Work Runs Through Care

Wellthy

Lindsay Jurist-Rosner

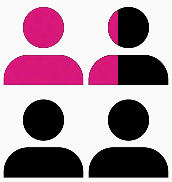
Co-Founder and CEO
Wellthy

wellthy.com

About Wellthy

Wellthy is the leading platform for personalized caregiving and backup care support, helping employees and their families access, coordinate, and manage care across every life stage. Through a combination of human expertise and precision technology, Wellthy supports millions of people as they navigate childcare, eldercare, chronic conditions, mental health challenges, and more. Employers across industries—including Hearst, Colgate-Palmolive, NewsCorp, Cisco, Best Buy, and Hilton—partner with Wellthy to reduce stress, save time, and improve retention and productivity across their workforces.

Key Insights



More than one in four adults provide unpaid care

No. 2

Caregiving is the number two reason people leave the workforce, behind retirement

51%

of people in the U.S. live in childcare deserts

- Caregiving is reshaping the modern workforce. Across the country, caregiving has become one of the most powerful forces shaping how people live and work. Every day for the next decade, 11,000 people will turn 65, and more than 70% will require long-term care that families will shoulder. Childcare costs now outpace rent or mortgage payments in most U.S. states. More than one in four adults provides unpaid care, and over 40% manage high-intensity responsibilities. The care needs of employees have gotten so complex and intense, that care responsibilities are now the second leading reason people exit the workforce, behind retirement.

- Families are asking for more holistic support, and employers are listening. Across industries, families are managing more care responsibilities than ever before. Many are caring for multiple generations at once, often while juggling full-time work and their own health needs. Employers are increasingly responding with programs that recognize caregiving as central to employee well-being. From flexible backup care to personalized care coordination, these offerings are helping families regain time, stability, and peace of mind—while strengthening connection and loyalty between employees and their workplaces.

- The realities of care are growing more complex. Across millions of employee families, the challenges Wellthy supports reveal just how multifaceted modern caregiving has become. The most common medical conditions we're supporting families with are dementia, diabetes, depression, heart disease, hypertension, and arthritis. Members most often turn to Wellthy for help finding care providers, navigating confusing insurance or billing questions, unlocking financial resources, advocating within the healthcare system, or managing leave of absence processes. These

Key Insights cont.

touchpoints show how deeply care now intersects with financial, emotional, emotional, and logistical well-being—and why families need support that spans all of it.

- The next chapter of backup care is redefining what support looks like. For more than two decades, backup care has seen far less innovation than other areas of employee support. Traditional models—center-based or limited to fixed provider networks—often fail to meet the realities of today's diverse, hybrid workforce. Employers are now seeking solutions that are more cost-effective, flexible, and inclusive of every family structure and care need. Employees, in turn, want backup care that feels more convenient, more familiar, and more expansive than standalone brick-and-mortar centers.

- Through Wellthy Backup Care, dozens of leading companies now offer a modern alternative that blends flexibility, personalization, and trust. This push to drive innovation led to Wellthy's acquisition of Patch Caregiving, an on-site and near-site childcare provider transforming support for in-person workforces. Early results have been striking: more than 80% of parents who use Patch report being less likely to leave their employer.

Why It Matters

Independent research continues to show that caregiving benefits deliver tangible results for both employees and employers. A Harvard Business School study on Wellthy found a 366% return on investment, driven by reduced absenteeism, higher productivity, and lower turnover. Employees using Wellthy also reported lower stress levels, improved mental health, and greater confidence in balancing work and family responsibilities.

Across Wellthy's client base, HR and benefits leaders consistently point to the same forces reshaping the workforce: AI, automation, climate change, and care. Of those, care stands apart—because it is not a technological or environmental challenge, but a deeply human one.

Why It Matters cont.

Caregiving has quietly become one of the greatest pressures on workforce stability. It pulls employees out of the labor market, strains productivity, and impacts physical and mental health at scale. As the population ages and care needs grow more complex, employers are finding that addressing care isn't just a matter of compassion; it's a matter of competitiveness and continuity.

What's Next?

Care is quickly becoming the next frontier of the employee experience—one that blends empathy, technology, and policy to meet the realities of modern life. As one Wellthy member shared, "I work 600 miles away from my grandmother who now needs full-time care. Through the caregiving support benefits offered by my employer, I've been able to get recommendations for assisted living facilities, set up tours, and make my family aware of all our options." The employers shaping the future of care are thinking differently about how support fits into the employee experience. They are:

01 **Treating care as an infrastructure issue.** Caregiving affects participation, performance, and retention—making it as fundamental to workforce planning as compensation or health coverage.

02 **Designing benefits around real family dynamics.** Leading employers are expanding programs to include elder care, complex health needs, and nontraditional family structures.

03 **Building flexible systems around real life.** Whether it's backup care, leave navigation, or personalized coordination, benefits are adapting to fit families—not the other way around.

04 **Investing where care meets culture.** Companies are recognizing that caregiving support signals trust, empathy, and long-term commitment to employees.

Future Outlook

01 The Workforce Is Now a Marketplace — ***Croux***

The employer-employee relationship has been de-centered. For CHROs, winning now means mastering the talent marketplace — treating labor supply like customer acquisition.

02 Closing the Estate Planning Gap — ***Estately***

Estate planning is the quiet powerhouse of employee benefits. It builds trust, loyalty, and long-term goodwill by helping people secure their financial futures.

03 The Neuromajority Revolution — ***Joshin***

Neuroinclusion isn't just about accommodation. It's the next frontier of talent strategy, tapping into the fastest-growing segment of the modern workforce.

04 Building a Climate-Positive Workforce — ***Scope Zero***

Climate-positive benefits will define the next decade of employers. People want to work for companies that align with their values, not just their paychecks.

05 The Hidden Drain on Employees — ***SupportPay***

Financial wellness can't stop at retirement plans. The future is real-time support that helps families manage stress, time, and money — together.

06 Pause, Care, and Thrive — ***Tilt***

Leave is no longer a compliance checkbox; it's a strategic moment that fundamentally shapes an employee's relationship with their employer.

07 The Future of Work Runs Through Care — ***Wellthy***

Care is the new frontier of employee experience. It's not just compassion — it's a strategy for competitiveness, continuity, and culture.

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For additional resources, see:
ServiceNow's AI Playbook for HR Leaders

HEARSTLAB

gwi nextgen women leaders™

Future of Work Report

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