

# Manager Factsheet: Supporting Financial Wellbeing at Work

This factsheet is designed to help managers confidently and appropriately support employees experiencing financial stress. It outlines what to look out for, how to respond, and where to signpost support — without requiring managers to become financial experts.

## Why Financial Wellbeing Matters

Financial stress can affect employees at any level and may impact:

- Concentration and performance
- Attendance and punctuality
- Mental health and confidence
- Engagement and morale

Managers play a key role in spotting early signs and creating a supportive, stigma-free environment.

## Common Signs of Financial Stress

Employees experiencing money worries may show:

- Changes in mood or behaviour
- Increased absence or lateness
- Reduced focus or productivity
- Withdrawal from colleagues
- Requests for overtime, pay advances, or additional hours

These signs do not always indicate financial stress, but they can be a prompt for a supportive check-in.

## Having Supportive Conversations

Managers should:

- Choose a private, appropriate setting
- Use open, non-judgemental language
- Listen actively and with empathy
- Reassure employees about confidentiality
- Focus on support, not solutions

Managers should **not**:

- Ask for personal financial details
- Offer financial advice
- Make assumptions about spending or lifestyle

## Knowing Your Role and Boundaries

Managers are there to support and signpost, not to fix financial issues.

Be clear on:

- When to involve HR
- What internal support is available
- How to escalate concerns appropriately

### Signposting Employees to Support

Managers should feel confident directing employees to trusted internal and external resources, including:

Internal Support (where available)

- HR or People team
- Employee Assistance Programme (EAP)
- Benefits and wellbeing platforms

External UK Support

- **StepChange Debt Charity** – Free, confidential debt advice  
<https://www.stepchange.org/>
- **Citizens Advice** – Independent advice on debt, benefits and rights  
<https://www.citizensadvice.org.uk/>
- **MoneyHelper** – Government-backed financial guidance  
<https://www.moneyhelper.org.uk/>
- **National Debtline** – Free debt advice and support  
<https://www.nationaldebtline.org/>
- **Turn2Us** – Help accessing benefits and grants  
<https://www.turn2us.org.uk/>

### Understanding Pay and Benefits

Managers should have a basic understanding of:

- Pay structures and progression pathways
- Financial wellbeing-related benefits
- Pension basics
- Any salary-advance or hardship policies

If unsure, managers should know where to get accurate information.

### Creating a Supportive Team Environment

Managers can help reduce financial stress by:

- Managing workloads fairly
- Encouraging rest and boundaries
- Supporting flexible working where possible
- Promoting wellbeing resources regularly

### Key Takeaway

When managers are informed, empathetic, and confident in their boundaries, employees are far more likely to seek support early. Manager training is a vital part of any effective financial wellbeing strategy.