
Employees' physical and mental health and well-being

Publishing date: October 2025



wetherspoon

Company commitment to workplace mental health

Mental ill health is a leading cause of illness, and Wetherspoon wants to support employees in its capacity as an employer.

At all times, the company is committed to supporting positive mental health in the workplace and assisting employees, wherever possible, with physical and mental health problems.

The company recognises that there are several business benefits, including:

- reduced employee absence levels
- reduced employee turnover
- increased motivation and engagement
- improved employee productivity
- reduced costs

Wetherspoon supports the well-being of employees on a wide range of physical and mental health issues, including those raised at recruitment stage. It seeks to make reasonably required necessary adjustments to help employees to maintain employment and to ensure that they are not harmed by their work.

The mental health and well-being policy provides guidance and support for all employees in pubs and at head office, irrespective of location, experiencing mental ill health.

James Ullman, personnel and audit director, has board responsibility for overall workplace mental health and well-being.

Tom Ball, people director, is responsible for day-to-day operational management, including chairing the welfare committee.

John Hutson
Chief Executive
August 2025

Company approach to managing and supporting workplace mental health

The range of support available to all employees is detailed in the mental health and well-being policy, which includes a well-being checklist, a wellness recovery action plan (WRAP) and, through the Licensed Trade Charity, free confidential external counselling.

All line managers, including pub managers and area managers, receive specific mental health first aid

training and are able to offer further support and guidance to employees, as required.

In addition, any employee can apply to the independent welfare committee for additional financial, pastoral and/or occupational health support. All requests are considered and responded to weekly.

Mental health and well-being policy

This policy, published to all employees on myJDW (website and app available to all employees) sets out the variety of conditions which may affect employees and the support available to them. It includes employees' responsibilities, management guidance and references to supporting policies, information and resources.

Disability (welcoming and supporting employees with a disability) policy

The disability policy details the range of support available to job applicants and employees with a disability, in compliance with the requirements of the Equality Act 2010.

Raising awareness of mental health and well-being within the company

The company seeks to promote an open culture, in which employees are confident about raising concerns about their mental health and well-being and managers have the information and skills to guide them to find the necessary support and, where appropriate, offer appropriate workplace adjustments.

The employee app and website, myJDW, has an 'employee support' section, including information about employees' mental health support.

The support and services which the Licensed Trade Charity offers to all employees is promoted (usually via posters) in all pubs and at head office.

Flexible working

In addition to the flexible working policy, the company offers a range of flexible working arrangements and hours to support employees in different stages of their career and life, including:

- adoption
- bereavement
- domestic abuse
- fertility treatment
- maternity
- menstruation, perimenopause and menopause
- neurodiversity
- new parents
- paternity
- pregnancy loss

Employee network group – Disability, mental health and well-being

Network groups are inclusive (meaning that they welcome participation from all employees, regardless of their race, ethnicity, sexual orientation, sex, gender expression or identity) and open to all job roles in the pubs and at head office.

There are four network groups for employees:

- Disability, mental health and well-being
- LGBTQIA+
- Race and ethnic diversity
- Women

Details of the groups, their objectives, the meetings and minutes are circulated to all employees and published on the employee app and website – myJDW.

Welfare committee

Employees with specific needs may be able to receive support from the Wetherspoon welfare committee. Examples include, but are not limited to: advances of paid holiday; referrals for medical support, including counselling, physiotherapy and dentistry.

Licensed Trade Charity

The Licensed Trade Charity (LTC) was first established in 1793, ever since when it has been supporting the licensed trade. Its mission is to equip licensed trade workers to be self-reliant and to provide the right guidance to people facing a crisis, by offering practical, emotional and, if necessary, financial support.



The LTC is accessible free of charge to all employees, all day every day, by phone and/or online, and provides confidential advice and support in areas including health, housing, mental health and well-being and money.

The charity receives financial support from Wetherspoon.

In 2024, the Licensed Trade Charity awarded Wetherspoon the 'National Staff Well-being Award 2024 (for companies with more than 250 sites)'.

Good work and workplace mental health

The Taylor review of Modern Working Practices (2018) recognised, and set out, five principles (pillars) which underpin the quality of work and support workplace mental health. The company approach to achieving these principles is set out below.

At the heart of the recommendations is an overarching ambition that all work should be fair

and decent and that employers offer opportunities which give individuals realistic scope to develop and progress.

Pillar 1 – Overall employee satisfaction

All staff are employed directly by the company, with the exception of a few head-office contractors, involved in specific project work.

Of hourly paid staff, 96.6% are employed on a guaranteed-hour contract. A minority of employees prefers the flexibility of a contract with no minimum hours. Where these contracts are used, employees receive exactly the same benefits as those on a guaranteed-hour contract, there is no sole-employer restriction and no obligation on employees to accept those hours offered.

Pillar 2 – Fair pay

Wetherspoon aims to offer fair and competitive rates of pay and benefits to staff, including an all-employee bonus scheme.

Pay rates for all employees are above the relevant national minimum wage and national living wage.

In addition to basic pay, all employees are immediately eligible for a company bonus scheme, paid monthly to pub-based staff and bi-yearly to head-office-based staff.

All employees with more than 18 months' service are eligible to join the share incentive plan (SIP) and receive free shares in J D Wetherspoon plc, giving them the opportunity to benefit from the company's future success. Employees can also choose, under the partnership shares scheme, to purchase additional shares in the company.

(An equivalent scheme is offered to those employed in Ireland.)

Company sick pay is offered to all employees, after a qualifying period, irrespective of job role.

All employees are offered a complimentary meal and a drink, when working, irrespective of the length of their shift.

Employees are entitled to an on- and off-duty employee discount of 20% on all food, drinks and accommodation at Wetherspoon hotels. Off duty, this discount may be extended to include up to three other people eating or drinking with the employee or staying with the employee at a hotel.

To reward loyalty, additional paid leave is awarded to all employees on completion of five, 10, 15 and 20 years' continuous service, with additional shares and company pension contributions awarded to all employees achieving 25 years' service – and every five years thereafter.

Employees may retain any tips which they receive. The company does not involve itself in the management of tips or impose any management charges.

Pillar 3 – Participation and progression

The company has a range of training courses to help to motivate employees and provide them with the necessary skills to carry out their job to a consistently high standard.

The company strives to provide a career, rather than just a job, with those showing promise given the opportunity to progress. The nature of the business means that the company attracts applicants with a range of skills and experience. Employees are offered apprenticeships and training programmes throughout their career with the company.

Internal progression is the main source of appointing job roles throughout the company. All pub-manager and area-manager vacancies are filled by internal applicants.

The apprenticeship programme develops knowledge, skills and behaviours, as well as improving English and maths through functional skills training. There are eight qualifications available:

- **Level 2 Hospitality accommodation team member**
(equivalent to five GCSEs A*–C (9–4))
- **Level 2 Production chef**
(equivalent to five GCSEs A*–C (9–4))
- **Level 2 Food and beverage team member**
(equivalent to five GCSEs A*–C (9–4))
- **Level 3 Hospitality supervisor**
(equivalent to two A levels)
- **Level 3 Senior production chef**
(equivalent to two A levels)
- **Level 4 Hospitality manager**
(equivalent to foundation degree)
- **Level 5 Operations manager (with diploma in higher education)**
(in conjunction with Leeds Beckett University)
- **Level 6 Chartered manager degree apprenticeship: Business management practice**
(in conjunction with Leeds Beckett University)

Pillar 4 – Well-being, safety and security

Harassment, including sexual harassment, is not permitted or condoned in the work environment under any circumstances. Everyone must be treated fairly and is entitled to work in an environment free from harassment, victimisation and bullying. This policy of antiharassment, antisexual harassment and antibullying applies to colleagues, customers, contractors and visitors.

The resolution policy sets out the informal and formal methods of dispute resolution available to employees, including private conversations, facilitated conversations, mediation meetings and the formal grievance procedure.

The whistle-blowing policy and procedure allow those employees who genuinely suspect wrongdoing to be taking place to bring any matters to the attention of the company.

Pillar 5 – Voice and autonomy

All employees are encouraged to participate actively in the business strategy, including:

- a ‘Tell Tim’ suggestion scheme for all employees; this generates over 300 ideas a week, all of which are reviewed and responded to by directors and senior managers. Some of the suggestions received are for new products; others are for small, or sometimes big, improvements to the myriad ways of working; others are just challenging the status quo about any aspect of working for the company.
- a selection of pub managers, area managers and other pub employees being invited to attend and contribute to weekly operations meetings at head office, hosted by the chairman or chief executive. These meetings’ minutes are sent to all pubs, with employees encouraged to add their comments to the discussions and debates.
- employee directors, appointed on a three-year term, who attend board meetings and the annual general meeting (AGM), offering the experience of pub-based employees who are in close contact with customers.
- annual liaison meetings with employees, at all levels, to gain feedback on aspects of the business and ideas for improvements.
- directors and senior management completing regular visits to pubs – and pub employees visiting head office.
- directors, senior management and area managers working regularly in all areas of the pub operation, including the kitchen, bar and hotels.
- a weekly e-mail (and audio version) from the chief executive, sent to all employees.
- a dedicated website and app for employees: myJDW.co.uk
- four separate employee network groups (disability, mental health and well-being; LGBTQIA+; race and ethnic diversity; women).

