

Employee Wellbeing Research 2017



The evolution of workplace
wellbeing in the UK



Published by the Reward &
Employee Benefits Association

In association with

**Punter
Southall**
Health &
Protection.

£349

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Introduction

An evolution: how employers are embracing employee wellness



As more employers understand the business benefits of employee wellbeing and broaden its scope of coverage, what ethical considerations should they make?

We have witnessed a tremendous increase in interest in employee wellbeing strategies over the past few years. But we are aware that such strategies are still in their infancy in the UK.

This research is based on the answers of those employers with some degree of engagement in wellbeing – they are either already running schemes or plan to start within the next few years.

It does not capture the vast majority of employers out there yet to realise the business benefits of employee wellbeing. But they will in time.

The world of work is changing around us with the rise of digital devices and computerisation and an increasingly agile and piecemeal-based labour market (as opposed to a permanently-employed one). These changes bring about new challenges for us a society, and as employers.

How will the people who work for us, in whatever capacity, be treated? Does employee wellbeing mean offering initiatives to keep people productive and working like finely-tuned cogs in a machine, or is it about having a culture of caring for employees as human beings? The line is very fine and needs to be carefully considered.

A digital device that measures employee data to assist with performance and health can be a great tool for both employer and employee. But it has the potential to become a way to discriminate against certain groups of staff. How long before staff who refuse to wear certain devices are told they cannot get certain wellbeing benefits, must pay more for insurances, or have their performance reviews linked to their health?

This research reflects the exciting developments in wellbeing ahead – employers are willing to embrace digital devices. But ethical questions must be asked every step of the way.

For the majority of our respondents, employee wellbeing is still primarily focused on physical and mental health. But for those at the vanguard, employee wellbeing is becoming the new total reward, the new employee engagement. These forward-thinking reward and employee benefits practitioners consider wellbeing to encompass broader emotional and financial health too.

Speaking to employers doing very good work in the wellbeing space, we at REBA can see a huge variance in practices. For some a wellbeing strategy means having a comprehensive range of initiatives, for others it is vital that any such initiatives are tied into business objectives and measured against them.

The very few employers doing it really well can demonstrate the data at board level across a range of measures. But you can bet they didn't start that way. Someone had to press the case, persuade senior leadership to back them, and gradually build it over the years, learning what works for their particular organisation along the way.

No benefits package is one-size-fits-all. This is especially true of employee wellbeing. Workplace culture is crucial to the success or failure of wellbeing strategies and initiatives. And cultures differ completely across workplaces.

How senior leaders and line managers are seen to act will have a bigger effect on workplace wellbeing than anything an HR, reward, benefits or wellbeing practitioner can implement.

Wellbeing is all about people caring for people.



Debi O'Donovan

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Have you read our New Model Reward Research 2017?

Download your copy of the REBA/JLT New Model Reward Research 2016 here:
<http://reba.global/reports/reba-jlt-new-model-reward-research-2017>

Comment



Win-win: a happy and healthy workforce will be more productive and engaged

As the focus on wellbeing gathers steam, now is the time for employers to share best practice on managing employee wellness.

In the second year of partnering REBA to carry out research into employee wellbeing, we are encouraged to see that the number of respondents with a defined wellbeing strategy in place has grown by about 20 per cent since last year's survey. This positive step demonstrates that employee wellbeing is no longer 'nice to have', but an area of focus that is growing in importance for UK employers.

2017 trends

What can we expect on the wellbeing horizon for 2017? We anticipate that employee wellbeing will continue to rise up the corporate agenda. More and more organisations are realising the positive impact that looking after their employees can have on their overall engagement, health and productivity.

For current wellbeing programmes, the focus on mental health and physical activity continues to be important, so employee assistance programmes (EAPs), discounted gym memberships and health screenings will remain popular initiatives. We can also see increased attention on supporting financial wellbeing and promoting good sleep behaviours.

Main areas of focus

Physical and mental health continue to dominate wellbeing, which is not surprising when we consider that employers have seen a rise in the number of staff with mental health problems (up 41%, according to the CIPD's Absence Management 2016 survey).

Public awareness of mental illness – through campaigns such as Time to Change (set up by charities Mind and Rethink Mental Illness in 2009) – has grown over the last five years but there is still a stigma attached to mental illness when compared with physical illness.

More can and must be done by employers to help employees with a mental illness, both by providing access to support services such as counselling, mental health first aiders and EAPs, but also by providing line manager training in how to support and manage employees with a mental health condition. Line managers must be properly equipped to support the company's overall wellbeing strategy.

Culture and environment

Although mental and physical health are often considered top priorities, it's worth emphasising that in order for a wellbeing programme to be effective, organisations need the right culture and workplace environment too. This includes designing the workplace to promote healthy behaviour, and offering facilities such as showers and access to drinking water. The culture and environment you create can influence the choices your employees make and their overall wellbeing.

Technology

Technological developments are a growing feature of wellbeing programmes – wearable fitness devices, apps to measure sleep and online wellbeing advice are a few examples. Technology has the power to provide aggregate data so that employers can review the progress of their wellbeing programme. It also enables you to reach a diverse workforce across multiple locations.

It's good to see that more employers are measuring the effectiveness of their wellbeing strategy and the impact it has on their workforce. However, further improvements in this area are needed to ensure continuous funding for wellbeing programmes. I believe we now need to start sharing best practice so we can learn from each other and share the available information.

One thing is clear: a happy and healthy workforce is likely to be a more productive and engaged workforce. Looking after your employee wellbeing is a win-win for everyone.

Executive summary

Growing up: the advance of wellbeing in the workplace



Employers are rolling out wellbeing strategies for their workplaces at a rate never seen before. Some are highly sophisticated with strategic links to business culture and board reporting. Others are simply a collection of wellbeing initiatives.

Implementation of wellbeing strategies to rise rapidly

data

Over half of respondents (54.8%) have no wellbeing strategy in place. Virtually all of this group plan or wish to implement one:



insight

There is a tremendous growth in the number of carefully-formulated wellbeing strategies being implemented in UK workplaces, with the trend set to grow for years to come (bearing in mind this research captures those respondents already engaged with the concept).

Most wellbeing strategies are under three years old

data

Of those with a wellbeing strategy, around a quarter have had their strategy in place for more than three years.



insight

We can see how recent the growth in wellbeing strategies is. Some organisations have had these in place for many years, but the real growth has been in the past three.

Engagement and culture are the drivers of wellbeing strategies

data

Over a third launched their wellbeing strategy to increase employee engagement, while around a quarter said it was done to improve their organisational culture.



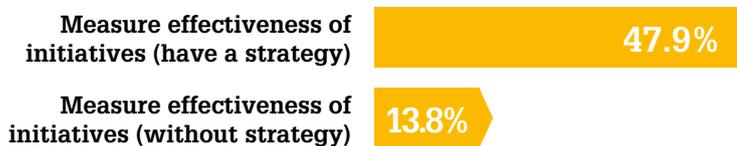
insight

Organisations view employee wellbeing as a broader workplace and business driver rather than as a tactical way to control absence or improve productivity.

Solid minority measure effectiveness of wellbeing strategy

data

Just over a quarter (28.6%) of respondents measure the performance of their wellbeing initiatives – although the proportion is much higher among respondents with a wellbeing strategy than those without.



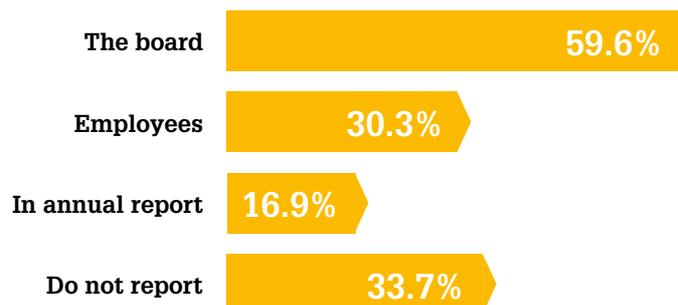
insight

Few organisations seek to measure the impact of wellbeing strategies on the business; that such spend on strategies is allowed without having to prove a return on investment is surprising. Some of the measures that are used are relatively simple to start with – absence rates, take-up rates for initiatives or even engagement levels. Unsurprisingly, those with a strategy in place are much more likely to try and calculate their return on investment in wellbeing than those without.

Board level reporting most popular, but long way to go

data

Respondents with a wellbeing strategy report their metrics to:



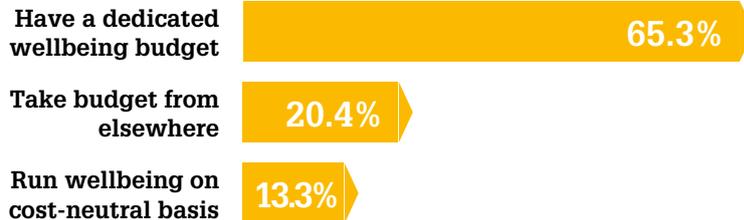
insight

It is encouraging that where employers do report on wellbeing metrics, over half of respondents report – in some fashion – to the board. This implies that directors are starting to view wellbeing as an important area and that they may be more willing to devote serious resources to it.

Majority of wellbeing strategies have dedicated budgets

data

Almost two-thirds of respondents with a wellbeing strategy also have a dedicated wellbeing budget in place to fund schemes and activities. A further one in five take their wellbeing spend from another budget (such as HR, benefits or reward), while just over one in ten run their wellbeing initiatives on a cost-neutral basis.



insight

Over the years employers have found it difficult to get approval for budget to spend on wellbeing initiatives. Many have had to start with using HR or other budgets or doing it on a cost-neutral basis. But as strategies prove their return on investment to the business, more wellbeing teams are being granted dedicated budgets.

Annual spend on wellbeing strategies is £51-£75 per employee

data

The median annual spend on wellbeing per employee is between £51 and £75 in businesses with a defined wellbeing strategy. This drops to between £1 and £25 at organisations without a strategy, excluding cost of insurances,.



insight

Spending is higher at businesses that take a strategic approach to wellbeing. Employers without a strategy still invest in proactively protecting the health of their employees, even at a lower level.

Spending to rise fastest among those without a strategy

data

Half (50.5%) of respondents with wellbeing strategies saw no increase in wellbeing spending over the past 12 months – and a similar number (52.6%) expect their spending levels to stay the same in 2017.

Interestingly, spending is more likely to increase in 2017 at organisations that do not currently have a wellbeing strategy (48%) than those with one already in place (41.1%).



insight

Roughly half of all organisations appear to have reached their limit of wellbeing spend. Some of this may just be a temporary pause when it comes to spending. However, now many wellbeing strategies have been in place for several years, budgets may have simply reached their ceiling.

Physical and mental health dominate wellbeing

data

Physical and mental health dominate the wellbeing agenda among our respondents. In contrast, behaviours that potentially damage health, such as smoking (61%), alcohol use (49%) and drug addiction (38%), are less likely to be included by respondents in their wellbeing strategies.



insight

Employers place more emphasis on promoting positive health behaviours among their employees than eliminating negative behaviours.

Top three current wellbeing initiatives

data

The top three wellbeing initiatives (by proportion of respondents offering):



insight

The tried and tested wellbeing benefits that have been around for many years are still topping the charts of what is most commonly offered in UK workplaces as part of a wellbeing strategy.

Fastest growing areas of wellness employers plan to address

data

The number of respondents including sleep within their wellbeing strategy is set to more than double (from 42% to 88%) in the next few years. The number of those offering support for carers is also primed for a big jump (from 37% to 83%). Another big area of growth in 2017 is financial education or guidance. While almost half (47%) of respondents already include this within their wellbeing strategy, more than a quarter (27%) plan to add it within the next 12 months.



insight

Providing support for carers, aiding sleep, and offering financial education are all areas neglected by employers in recent years – but they are set for significant growth in 2017. Our figures show that financial education will potentially grow by 82.9% over the next few years, making it the third pillar of wellbeing alongside physical and mental health.

Fastest growing wellbeing initiatives in 2017 and next few years

data

The three fastest growing initiatives in 2017 (by proportion of respondents planning to introduce):



The three fastest growing initiatives over the next few years (by proportion of respondents planning to introduce "at some point"):



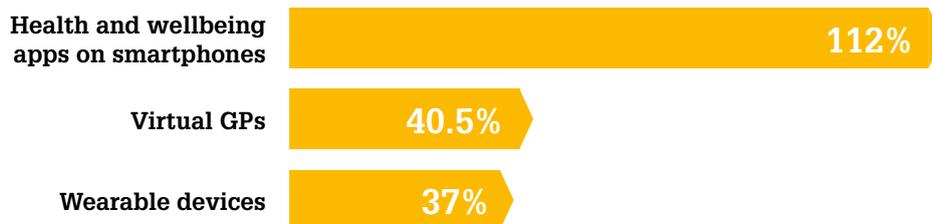
insight

As wellbeing strategies become more popular so employers look to make them more comprehensive by adding more initiatives. The drivers of what makes an initiative popular vary: what's in fashion, technological changes, or financial imperatives are common. But what initiatives are chosen by an employer should come down to what makes most sense for a particular workforce's wellbeing strategy.

Fast growth expected in apps, virtual GPs and wearable devices

data

Growth in last 12 months in proportion of employers offering access to:



insight

Digital wellbeing products are relatively new to the market and still not commonly offered, so any growth numbers look very large. That said, this level of predictive growth does indicate that apps, virtual GPs and wearable devices will move from being 'rare' to being offered at a significant minority of employers.

PMI most popular employer-paid insurance

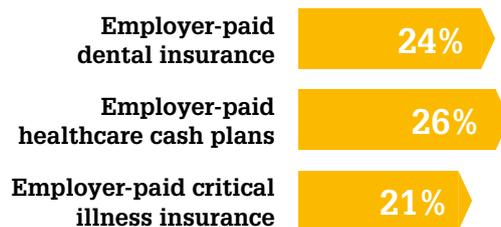
data

Most popular employer-paid wellbeing benefits among those with a wellbeing strategy (by proportion of respondents offering to some or all staff):



data

Least common employer-paid wellbeing benefits among those with a wellbeing strategy (by proportion of respondents offering to some or all staff):



insight

Many employers provide insurance products to complement their other wellbeing activities and initiatives. But in most cases insurances are still an employee benefit which is simply re-brokered every few years, rather than a strategic part of an integrated wellbeing strategy.

The three wellbeing initiatives most effective for business

data

The wellbeing initiatives respondents considered to be most effective for the business are (by proportion of respondents rating them as effective):



The three wellbeing initiatives most popular among staff

data

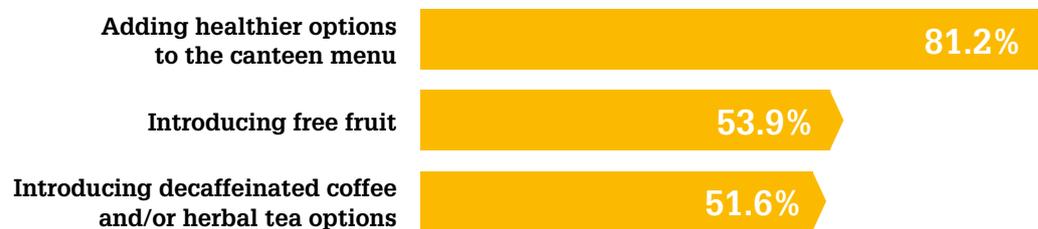
In contrast, the wellbeing initiatives considered to be most popular with employees are (by proportion of respondents rating them as such):



Changing food options and work environment very popular

data

Almost nine in ten (86%) respondents with a wellbeing strategy have made changes to the food and drink options they provide for employees. Overall, the most common changes made are (by proportion of respondents which made changes):



data

Three quarters (75%) of respondents with a defined wellbeing strategy report making changes to the physical work environment to encourage healthy behaviours. Overall, the most common changes are (by proportion of respondents which made changes):



Communication methods tend to be tried and tested

data

Most organisations use fairly traditional media to communicate their wellbeing initiatives to employees, including (by proportion of respondents using):



data

Newer communications technologies have yet to be embraced in this area, with only a handful of respondents using:



insight

Technological advances play a big role in specific wellbeing benefits offered, but communication of them is still fairly traditional. These proportions could change as employers change the way they communicate benefits more widely. The jury is out for the moment, though.

Line manager training focuses on stress and resilience

data

Around a third (31.7%) of respondents provide training for line managers to help them support and promote employee wellbeing – and this training tends to focus on stress and resilience (75.0%), absence management (72.9%) and how to have difficult conversations (65.7%).

**Offer training to line managers
to support employee wellbeing**

31.7%

insight

Line managers are vital to whether or not wellbeing strategies work well. They are the primary influencers of employee engagement and organisational culture. Yet the majority receive no training on wellbeing. Where they do, the major focus of any training is on stress and resilience. This reflects the growing importance that employers – and public bodies – are placing on mental health.

Quarter offer incentives to staff

data

A quarter of respondents with a wellbeing strategy offer some form of incentive – financial or otherwise – to encourage employees to participate in their wellbeing initiatives. The initiatives that are most commonly incentivised are fitness challenges (24.7%), wearable devices (17.2%) and weight loss programmes or challenges (14.7%).

**Offer incentive to encourage
staff to participate**

26.6%

insight

The number of respondents offering some form of incentive for employees to take part in wellbeing initiatives has increased slightly since 2016 – but these numbers still lag a long way behind comparative figures for US companies.



Practitioner view

What reward and benefits directors say about wellbeing strategies



We asked a several members of the Reward & Employee Benefits Association what they thought about the development of wellbeing strategies in the UK.

Kevin Bass, compensation and benefits manager, Allianz

Wellbeing can be one of those wide-ranging and subjective topics – what does it really mean to truly achieve ‘wellbeing at work’? Sure there are some objective statistics that we could all try to measure, such as sick days or hours worked, but what about the intangibles like feeling balanced at work and home or being in the right mental state?

What is clear is that employees are expecting more and more from their employers. Be it in the form of regular health checks, mindfulness sessions, charity work, information about retirement, flexible working, healthy food options or any of the other initiatives available. Those entering the workforce today have different expectations and indeed different concerns than in the past.

The good news is that as employers we need not see this as a nuisance or ‘entitlement culture’, but rather the starting line of a race to the top. A healthy, balanced and engaged workforce can be one of the single most valuable assets a business can have.

So if it makes business sense to engage employees on their wellbeing, what will it cost me? In many cases there isn’t a substantial price tag: think simply about supporting employees to work more flexibly or arranging a company volunteer day. After all – as with all races – if you don’t keep up you’ll be left behind!



Andrea Shipman, group compensation & benefits manager, City Football Group

The City Football Group (CFG) wellness strategy incorporates many strands: physical, mental and financial wellbeing and productivity – with a strong focus on prevention and signposting to support – and benefits provision.

At the beginning of 2017, the organisation launched a new initiative – BeCity – which is designed to be employee-led. The aims of BeCity are to inspire colleagues by supporting them in their interests, and help them be healthy with a range of physical activities and events.

Manchester City was founded as a community club and retains its strong ties to the Greater Manchester community. Colleagues are encouraged to get involved with community activities that are linked to wellness, such as the Manchester 10k run.

CFG also uses its links to the local university to deliver fun, interactive educational sessions on wellness to employees. This not only benefits staff, but enables students to conduct research to support their degree programmes. CFG’s City in the Community Foundation also provides resource via lifestyle coaches to support the group’s key wellness initiatives.

Metrics from the Britain’s Healthiest Company report (developed by VitalityHealth) and management information data from the Group’s wellbeing programmes help to ensure future wellness initiatives within CFG are relevant to the business and to employees.



Claire Hallmey, health and wellbeing manager, Oracle

We believe passionately in employee wellbeing. Not only has it saved us over £1 million but it's seen employee engagement multiply year on year.

Our wellbeing programme is data-driven. We ensure that our initiatives are relevant and appropriate to the health and wellbeing challenges of our people.

Our strategy focuses on preventative health behaviours, proactive, effective interventions and financial protection to cater for every part of the health and wellbeing journey of the workforce.

We welcome the increasing importance of wellbeing within the workplace. Happy, healthy, engaged people who innovate and inspire both within work and home life is our whole vision of wellbeing at work.



Charlotte Frost, benefits and wellbeing manager, Schroders

Schroders employs a talented, diverse and multi-generational workforce and it is important that our employees are provided with the support and opportunities they need to optimise their health and overall wellbeing.

We have taken a more proactive approach to wellbeing by not just treating those who are unwell but also supporting those who are well but may be at risk of developing future health problems. By focusing on education and prevention, we aim to encourage healthier life choices and improve employees' overall wellbeing.

As part of our holistic approach we have designed an engaging Wellbeing identity and have launched a calendar of events which support our people across our five key areas: mind, workplace, body, financial and work-life balance. We will continue to develop the range of wellbeing training, education and support available.

Health and wellbeing programmes are increasingly seen as an indicator of a caring and responsible employer, supported by growing evidence that an employee's health and wellbeing is linked to increased engagement, loyalty, productivity and reduced absenteeism/presenteeism.

We aim to ensure that our employees are healthy, happy and secure both from an individual perspective and also from a business viewpoint.



Rebecca Cox, fitness director, iris Worldwide

From the day iris started 17 years ago, the founders have been big on employee wellness. They've always understood that when their people are fit and well mentally they are happier at work and ultimately work harder. This plays a massive role in increasing productivity and staff retention.

By having a wellness director on site – whose role is solely to look after the health and wellbeing of staff – iris' founders have really been able to show just how important wellness is in an industry that can be pressurised, often has a long-hours culture, and requires sharp and creative people.

The wellness director meets with every member of staff to talk through their health, habits, goals and motivations and create a bespoke plan based on all of the benefits iris offers.

This means that everyone can see how the benefits the company offers are relevant to them, and take up of health screenings, free personal training, stress, sleep and nutrition workshops, sports events and challenges is incredibly high.

Staff have a direct line to the wellness director – they are on call whenever they need them. At a desk, on email, on the phone, walking the corridors.

Our wellness director represents one of iris' biggest benefits and also a huge factor in a decrease in costs of absenteeism, presenteeism and staff retention.

They also play a role in our battle of winning the talent war in the creative industry.

We attract the best. We look after the best. We keep the best.



Section 1: Wellbeing strategies

Making headway: employee wellbeing strategies gain ground across companies



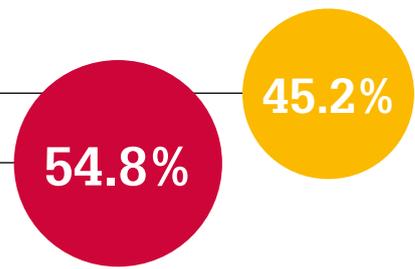
The number of companies with a defined wellbeing strategy is up by more than 50% on last year’s survey, and those without a strategy plan to develop one this year. Positive health behaviours – including help with sleep – and financial wellbeing are near the top of the wellbeing list.

More employers are recognising the importance of wellbeing strategies

Nearly half (45.2%) of respondents to this year’s survey report having a defined wellbeing strategy in place, compared to less than a third (29.8%) among 2016 respondents.

Have a wellbeing strategy in place 45.2%

Have no wellbeing strategy in place 54.8%



The variance is partly down to having different sample groups, but given the increased focus on wellbeing that we see in the market there is no doubt of a genuine rise in the number of employers putting a defined wellbeing strategy together.

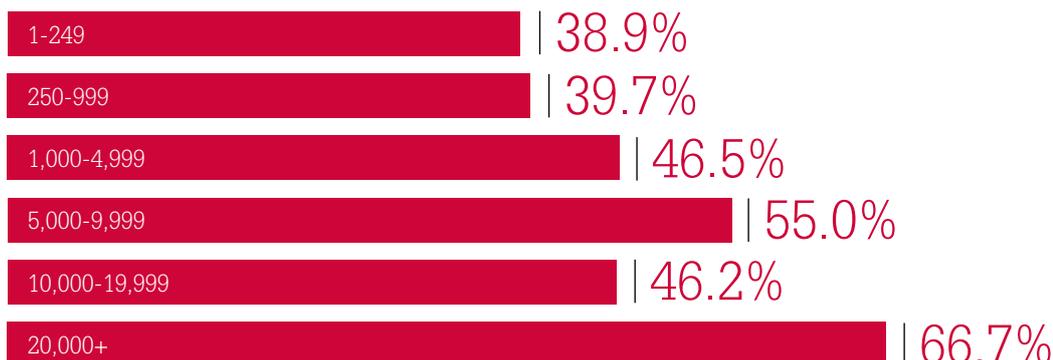
Increasing numbers of UK employers are recognising the importance of taking a proactive approach to looking after the health and wellbeing of their workforce.

Academic research reviewed as part of the government’s large-scale report, *Does worker wellbeing affect workplace performance?* (Department for Business, Innovation and Skills, October 2014) has linked higher levels of wellbeing to greater profits and productivity levels.

In addition, the belief that employee wellbeing is linked to business performance is the second most popular reason for companies to increase their focus on wellbeing, according to *Absence management 2016* (Chartered Institute of Personnel & Development, 2016).

Figure 1.1: Organisations with a defined wellbeing strategy (by size) (N=250)

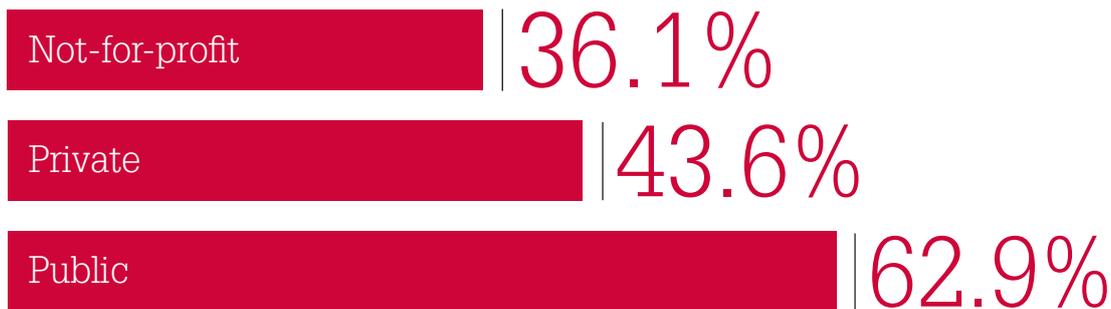
Employees



Unsurprisingly, large employers are more likely than their smaller peers to have a wellbeing strategy. Bigger companies are often in a better position to hire their own in-house wellbeing specialists and occupational health practitioners. Smaller organisations don't typically have the resources to devote to implementing a dedicated wellbeing strategy, nor the employee numbers to benefit from the economies of scale that many wellbeing benefits and initiatives offer. But as many as one in four smaller employers now has a wellbeing strategy in place. And there are wellbeing pros to being small. It is often easier to influence culture quickly or interact with all staff regularly, for example.

Figure 1.2: Organisations with a defined wellbeing strategy (by industry sector) (N=250)

Sector



There are some clear sectoral differences: wellbeing strategies remain more common in the public sector, and it also more often embraces wellbeing as a concept. This may be the result of the traditional 'paternalistic' public sector approach to managing employees, along with a reaction to higher absence rates in the sector.

This is borne out by annual figures: public sector employees take an average 8.5 sick days per year, compared with 5.3 for private companies and 6.9 in the not-for-profit sector, according to *Absence management survey 2016* (CIPD, 2016).

The not-for-profit sector and private companies may have lower absence levels than public services, but both have some catching up to do in implementing wellbeing strategies.

Most employers have 'bought into' the idea of a wellbeing strategy

Many wellbeing strategies are now well-established. Around a quarter (26%) of respondents have had their strategy in place for more than three years, while almost half (45%) introduced their strategy more than a year ago.

Wellbeing strategy has been in place for more than 3 years

26.0%

Wellbeing strategy has been in place for more than 1 year but less than 3 years

45.0%

With 71% of wellbeing strategies now in place for at least a year, most employers appear to have bought into the employee wellbeing agenda. Many of the 'early adopters' are now moving onto the next stages, be it reviewing existing initiatives to ensure they are working as expected, refining offerings as required or redefining their objectives.

Putting aside the two respondents who have no interest in introducing a wellbeing strategy, the planned actions of the 54.8% without a strategy in place are as follows:

Plan to introduce a strategy in 2017

45.7%

Plan to introduce a strategy in next few years

28.3%

On wish list, but not planned yet

24.6%

The growing popularity of wellbeing is evident even from respondents that do not currently have a strategy in place: nearly all of these employers are open to adding one in the short or long term. As with most new people management initiatives, it has taken a few years for employee wellbeing to become widely accepted – but it appears we have now reached this point in the UK.

Expert view: Time to evaluate what wellbeing initiatives really work



These survey results will not be a great surprise to anyone working in this field. There has been burgeoning interest in the approach, no end of conferences and events are being advertised, and wellbeing is being added to the job descriptions of many in HR and health and safety roles. The Health and Safety Executive is not immune to this, and we have our own head of 'health, safety and wellbeing' too.

There doesn't seem to be any particular or novel insights to explain this growth. It seems to be part of broader efforts by employers to attract and retain staff in a tight labour market, and be part of the employee value propositions that employers are seeking to articulate.

It also seems to be a fun and popular thing to do – organising walks so staff get to know each other better just seems like a nice thing to do, and, having a free health check on company time is always going to be attractive.

HSE does not see a problem with any of this good practice per se, but we do have some serious questions to pose. Are employers reaching for wellbeing initiatives to redress poor management practices elsewhere in their businesses that are actually causing the worry and distress? Is wellbeing being sought as a cure when what is really needed is prevention in the first place?

There was a time when some manufacturing companies in dusty industries gave their workers free milk every day – but didn't do anything to control the dust.

We don't want our modern equivalent to be 'Fruity Fridays' in the office canteen when working practices are generating stressed out employees five days a week. Stress at work is a major issue but with mental health and wellbeing high up on the government agenda, there are lots of advice and tools on offer to support every organisation (<http://www.hse.gov.uk/stress/furtheradvice/wrs.htm>).

HSE recently launched its 'health and work' programme to address three priority areas in relation to work-related ill health. The key themes are: musculoskeletal disorders; occupational lung disease; and stress and mental health.

Our aim is to develop a long-term programme to drive down the number of working days lost in Britain each year to (work-related) injury and ill health. A total of 1.3 million workers were affected by ill health caused by their work last year (2015/16). The cost of this to the economy is huge and we need to ensure we are prioritising the right things to benefit our workers' health and wellbeing in the most effective way.

So looking forward, HSE would like to see two inter-related developments on the wellbeing front – evaluation evidence being assembled to show what works best in different circumstances, and some coming together and rationalising of different schemes and initiatives behind those that seem to be effective. These would be really valuable advances – with a focus on prevention too, of course.

Peter Brown, head of the Health and Safety Executive's Health & Work Branch

Engagement is the main driver for wellbeing initiatives

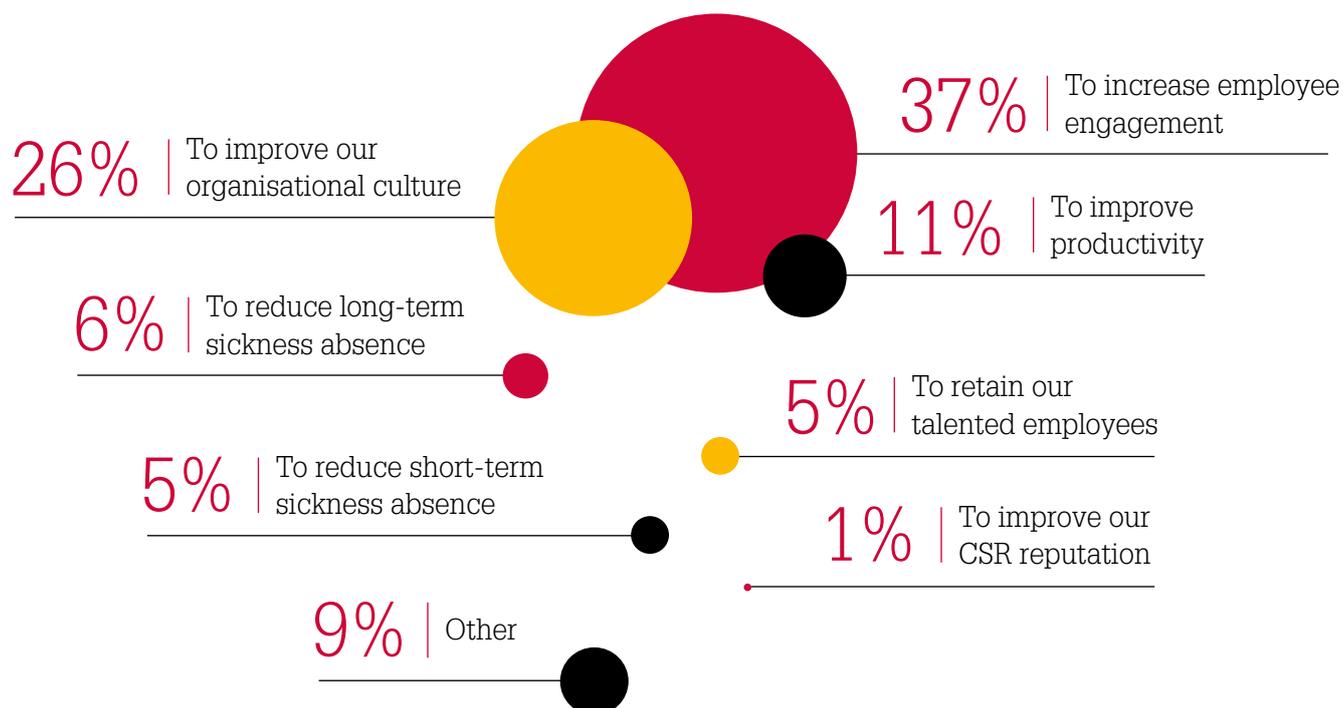
The drivers behind wellbeing strategies varied very little from our survey a year ago. Again, the most common reason for launching an employee wellbeing strategy (cited by nearly one in four) is to increase employee engagement. A further quarter say strategies are introduced in order to improve organisational culture.

Of course, culture is a crucial focus for the HR profession, but it is also becoming important for business leaders to address. The report *Corporate Culture and the Role of Boards* (Financial Reporting Council, 2016) highlights how a healthy culture is vital to creating long-term value, and company boards have a responsibility to understand behaviours throughout the organisation and use their values to engage employees.

Our findings show that organisations continue to view their employee wellbeing initiatives primarily as an opportunity to engage with employees and provide a more fulfilling working environment, rather than as a way to control absence or improve productivity.

Many will hope that, by increasing employee engagement and improving the organisational culture, attendance levels will also increase and employees should be more productive.

Figure 1.3: The number one drivers of wellbeing strategies (N=100)



Greater emphasis is placed on 'positive' health behaviours

Physical and mental health dominate the wellbeing agenda among our respondents, with physical activity, mental health, healthy nutrition and work-life balance appearing in over eight in ten wellbeing strategies.

The focus on mental health is reflected in the Prime Minister's January 2017 announcement of a review of mental health support in the workplace aimed at establishing what tools employers need to help their workforce with employee wellbeing and mental health.

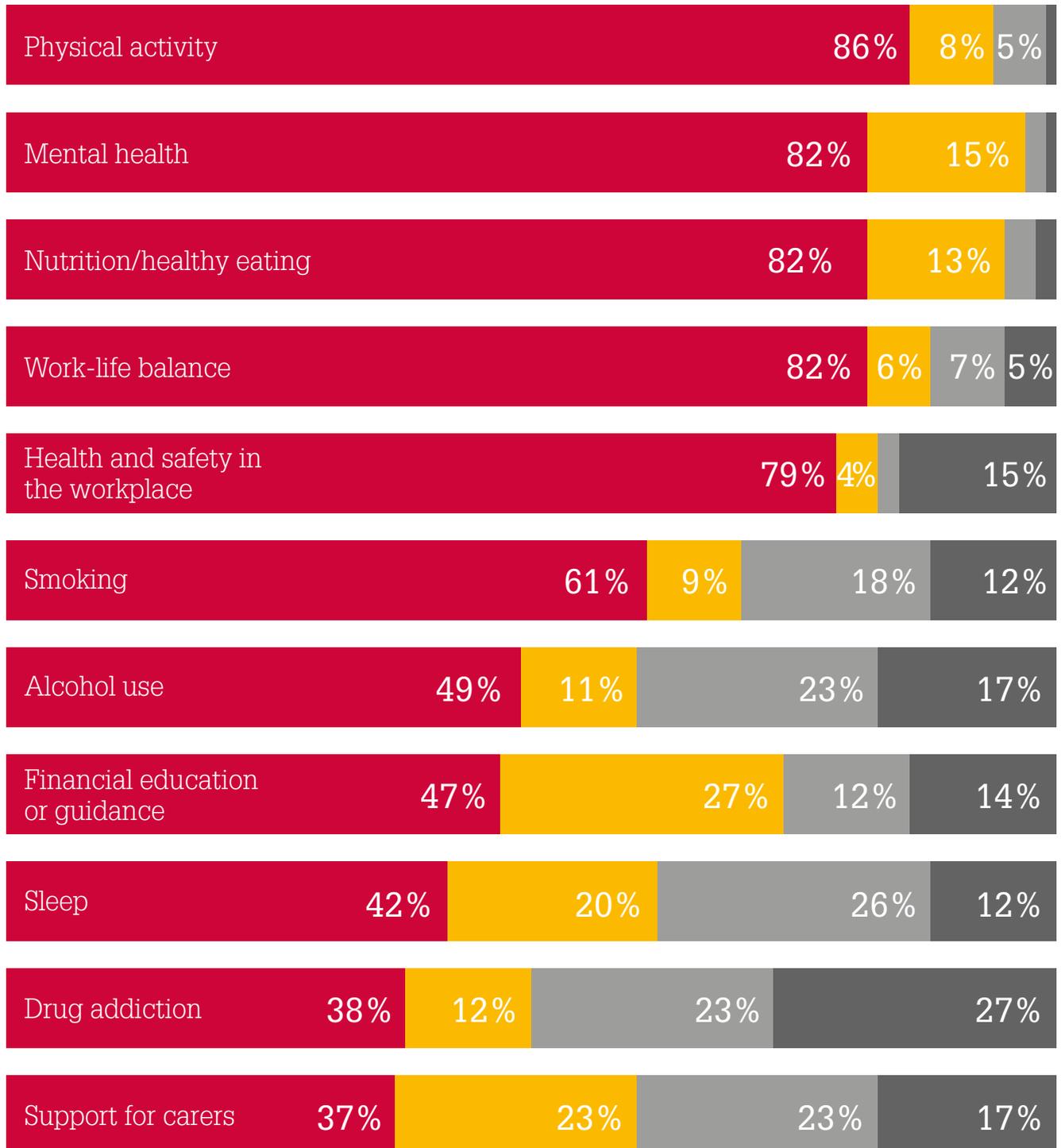
In contrast, employers are less likely to include in their wellbeing strategies behaviours that are potentially damaging to health, such as smoking, alcohol use and drug addiction.

However, employers are beginning to recognise the importance of addressing these issues within their overall approach to wellbeing – with over a third of respondents planning to add drug addiction (35%) and alcohol use (34%), and more than a quarter (27%) set to include smoking to their strategies in the coming years.

Figure 1.4: What areas of wellbeing do you currently address within your wellbeing strategy, and which do you plan to add in the future? (N=100)

■ Currently included ■ Plan to add in 2017 ■ Plan to add at some point ■ No plans to include

Area



Employers currently place more emphasis on promoting 'positive' health behaviours than eliminating 'negative' behaviours among their employees. One possible reason for this is reach – messages about positive behaviour can be applied to all employees across a business, whereas messages about stopping smoking and cutting down on alcohol consumption are only relevant to a section of the workforce.

One in five (19%) of adults in Great Britain smoke (Smoking statistics, Action on Smoking and Health, June 2016), in 2015/16, 8.4% adults aged 16 to 59 had taken an illicit drug in the last year (Statistics on Drug Misuse, Health & Social Care Information Centre, July 2016), and 151,000 people presented for alcohol problems in 2014/15 (Statistics on Alcohol, Health & Social Care Information Centre, 2016).

It is perhaps easier for employees to find support for smoking, alcohol and drug problems outside the workplace, so employers have not so far felt compelled to get involved in these areas outside of their standard HR policies.

A greater emphasis on sleep and providing help for carers

Two areas of wellbeing set for significant growth are sleep and providing support for carers.

The number of respondents including sleep within their wellbeing strategy is set to more than double (from 42% to 88%) in the next few years, while those offering support for carers is also primed for a big jump (from 37% to 83%).

Future growth in including support for carers in a wellbeing strategy

Future growth in including sleep in a wellbeing strategy

Quality of sleep can have a big impact on health and wellbeing, as well as performance. Not getting enough sleep can be the result working night shifts or unpredictable hours, but also due to worries such as money concerns or caring for an elderly parent.

The lack of sleep experienced by UK workers costs the economy somewhere in the region of £40 billion a year, according to *Why sleep matters – the economic costs of insufficient sleep* (RAND Europe, November 2016),

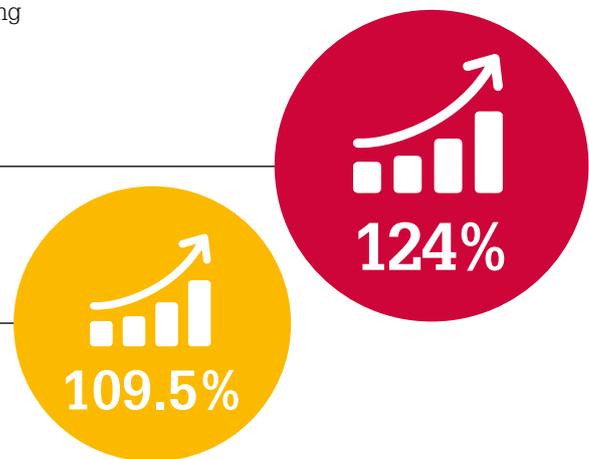
And our respondents have clearly recognised that sleep is an area in which they could do more to support staff. They also understand that as the wider population is getting older and we see up to five generations in the workplace, more and more employees find themselves in a position of having to care for a dependant, be it a child, an elderly person or an adult with special needs.

So providing support for carers to aid their own wellbeing and help ensure they are able to achieve a good work-life balance will grow in importance.

Financial education and guidance is rising up the agenda

Another big area of growth for 2017 is financial education or guidance. While almost half (47%) of respondents already include this within their wellbeing strategy, more than a quarter (27%) plan to add it within the next 12 months.

Financial wellbeing strategies can still be quite disjointed. Some employers consider running workshops to help staff with debt or savings to be enough. While others take a broader view, for example by helping staff to earn more through training and development programmes and dovetailing good member outcomes in pension investment strategies with workforce planning.



Big shift: Financial education to become major player in wellbeing

Our 2017 data shows that 47% of respondents currently include financial education or guidance as part of a wellbeing strategy. This is on a par with our 2016 research, when 49% said they did.

However, it is the potential growth in employers planning to bring financial wellbeing into their wellbeing strategies that is most interesting. As many as 27% plan to include it during 2017 (that is a 57.4% increase, and significantly up on the proportion (17%) who were planning the same thing a year ago). A further 12% hope to do so in the next few years.

Future growth in financial initiatives as part of wellbeing strategies

This would suggest an 82.9% increase in the number of respondents offering financial initiatives as part of wellbeing strategies.



Expert view: Why employers are keen to bring financial wellbeing into a wider workplace wellbeing strategy

Including financial education and guidance within a holistic approach to employee wellbeing is increasing in popularity. This growth reflects a shift in how employers approach wellbeing, from being reactive towards employees' problems to having a more proactive prevention-based focus.

This shift may be in recognition of evidence that poor financial wellbeing has been shown to result in lower employee productivity and poorer health in terms of psychological wellbeing and higher stress and anxiety levels. In turn, this can increase absenteeism, ultimately having an impact on an organisation's bottom line. Substantial proportions of the UK population are facing financial challenges and risks, driven by the rising costs of pensions, housing and education, combined with increased longevity, according to the Money Advice Service. And people from any occupation – including any income bracket – require financial skills and education.

The Money Advice Service suggests that many employees are receptive to employer support and interested in receiving guidance from their employers about financial issues. This is especially true in the context of removed defined-benefit pension plans and the spread of flexible benefits, which enable choice and flexibility to employees but also assume they have the knowledge and skills to make the best choices to effectively meet their personal financial needs and goals.

The growth in financial wellbeing strategies demonstrates that employers are no longer assuming it is employees' personal responsibility alone to address their financial wellbeing. They may see this as an ethical responsibility – the 'right thing to do' – or, by establishing themselves as a supportive employer, as a measure to help improve employee engagement.

But employers' financial wellbeing approaches are commonly disjointed, as this research shows. This stems from the challenge that the financial needs and issues of employees vary according to their age, type of work and income, domestic arrangement and lifestyles, and therefore single actions are unlikely to address all employees' needs. There is no one-size-fits-all approach to diagnosing and helping to improve employees' financial wellbeing. So it is critical for employers to appropriately position financial wellbeing within wider organisational and HR strategies in order to determine how best to position activities to improve it and the kinds of resources to draw on.

This will help decide how best to engage their senior team, front-line managers and employees in broad areas ranging from occupational health services, learning and development to rewards and benefits. And by incorporating financial capability and knowledge-building elements into a wellbeing strategy, employers can help prevent their employees sliding into poor financial wellbeing by helping to change mindsets, improving money management abilities and through enabling connections to further sources of information, advice and guidance.

Catherine Rickard, senior research fellow, Institute for Employment Studies



Section 2: Wellbeing budgets and spending

Levelling out: organisations with strategies will keep budgets constant



On average, organisations with a wellbeing strategy spend up to three times more on wellbeing than those without. However, budgets for wellbeing have hit a ceiling at many organisations this year and more than half of employers expect their budgets to remain static through 2017.

Specific wellbeing budget is in place for the majority of companies

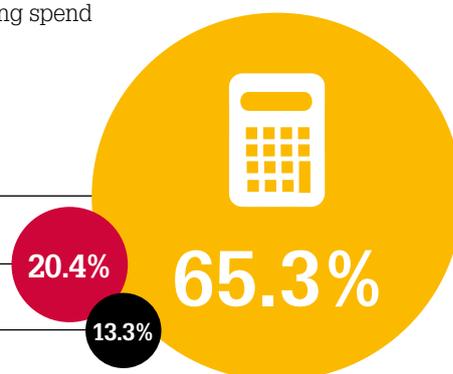
Two-thirds of respondents with a wellbeing strategy also have a dedicated wellbeing budget in place to fund their schemes and activities. A further one in five take their wellbeing spend from another budget (such as HR, benefits or reward), while just over one in ten run their wellbeing initiatives on a cost neutral basis.

Those with a wellbeing strategy in place run their budgets as follows:

Have a dedicated budget

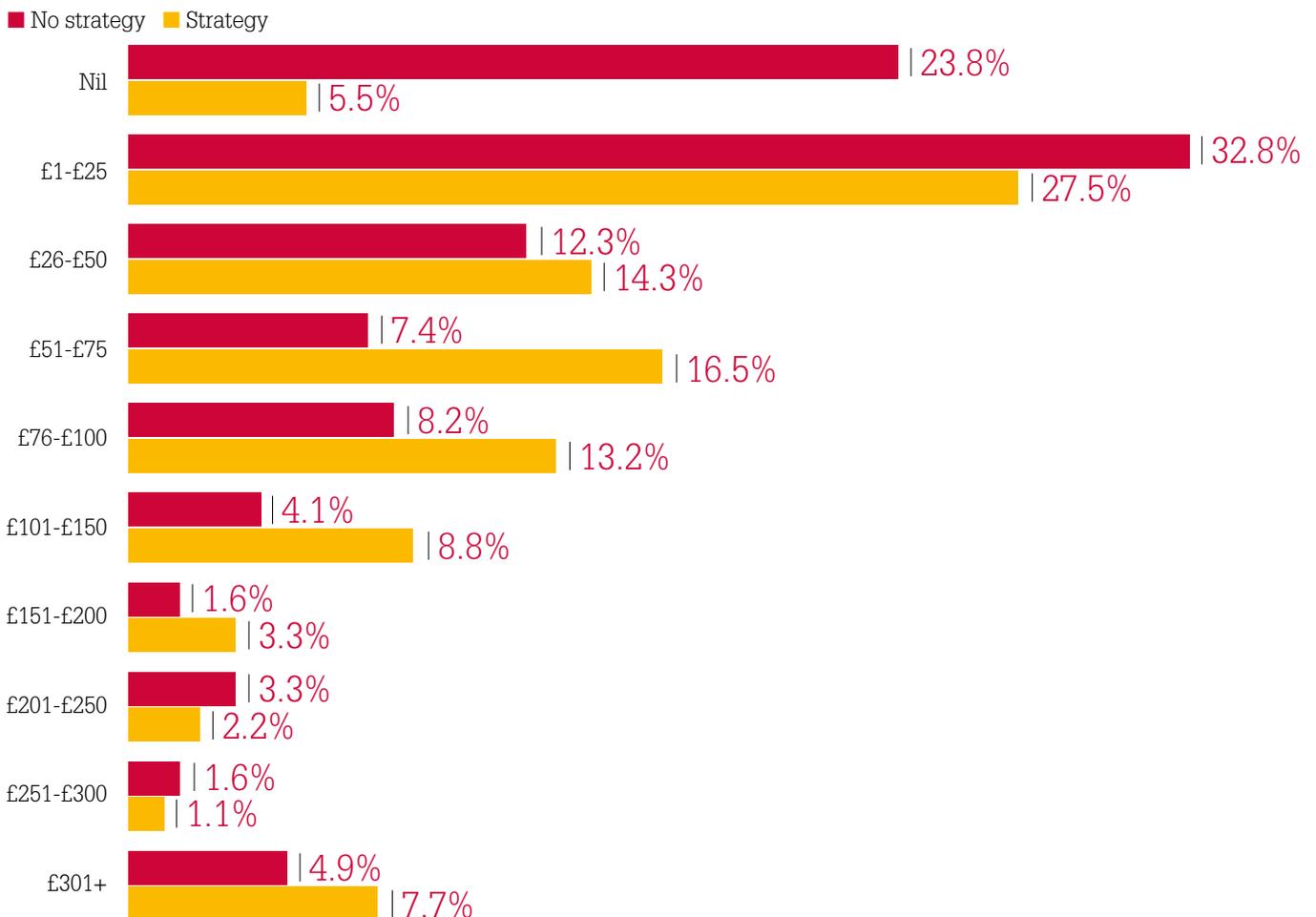
Take spend from another budget (eg HR)

Run on cost neutral basis



In contrast, one in five (18.3%) respondents with no defined wellbeing strategy spent nothing on wellbeing in 2016, and just a quarter (25.0%) of these employers have a dedicated wellbeing budget.

Figure 2.1: Annual spend in the UK per employee on wellbeing initiatives (respondents with a wellbeing strategy vs. respondents without a wellbeing strategy) (N=213)



Organisations with a wellbeing strategy tend to spend more on wellbeing too – with a median spend of between £51 and £75 per employee each year, compared to just £1 to £25 per employee at organisations without a strategy.

Spend per employee when have a strategy

Spend per employee when no strategy

£1 to
£25

£51 to
£75

Nearly half of those without a strategy expect wellbeing spend to go up this year

Over a third (38.6%) of organisations saw their wellbeing spend increase in 2016 – and almost half (45%) expect it to increase further in 2017.

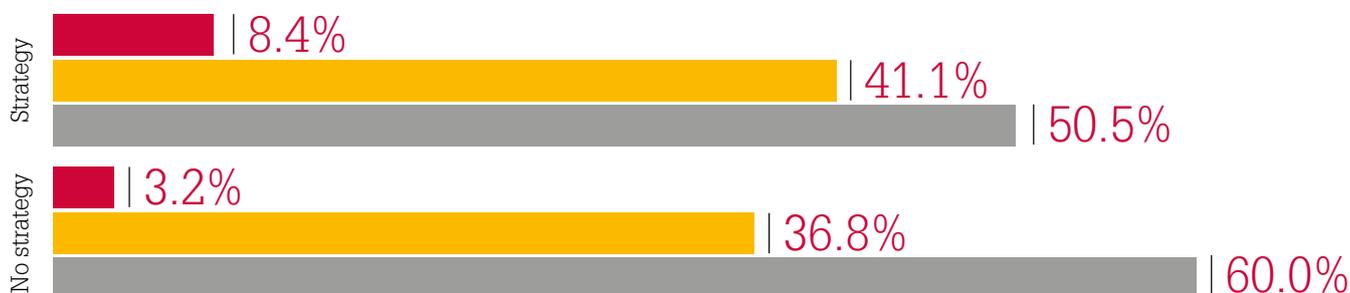
Interestingly, spending is more likely to increase at organisations that do not currently have a wellbeing strategy (48%) than those that already have one in place (41.1%)

In addition, among respondents with wellbeing strategies, half (50.5%) saw no increase in spending on wellbeing initiatives over the past 12 months and a similar number (52.6%) expect their spending levels to stay the same in 2017.

Figure 2.2: Changes to spending on wellbeing initiatives changed over the past 12 months – and changes to spend expected in 2017 (N=220)

■ Decrease ■ Increase ■ No change

Spending in 2016



Planned spending in 2017



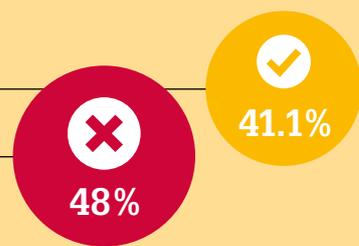
Roughly half of all organisations appear to have reached the limit of their wellbeing spend. We can only guess why. Budgets may simply have reached their ceiling now that many wellbeing strategies have been in place for several years. This would also explain why organisations without a strategy in place are more likely to increase their wellbeing spend in 2017. They are coming from a lower spending point and so have more capacity to increase their spending. It could be a temporary cost-freeze exercise. Current political events such as Brexit and the election of Donald Trump as President of the US, have led some organisations to pause their spending in general – not just on wellbeing. The government’s Autumn Statement announcement in November 2016 that it would discontinue the salary sacrifice model for the majority of employee benefits from April 2018 – including health screenings and income protection – could increase the cost of providing wellbeing benefits for organisations which currently offer these on a salary sacrifice basis, but decide to offer them as employer-paid benefits instead. This too may have forced respondents to look again at budgets for the year ahead.

Big shift: Companies without strategies expected to be big spenders in 2017

A significant number of respondents expect to increase their spending on wellbeing initiatives during 2017. The proportion of respondents expecting to increase spend on wellbeing:

Employers with a wellbeing strategy

Employers without a wellbeing strategy



Compared to our 2016 research spending increases will be down among those with strategies in place, from 50% predicting increases a year ago to 41.1% doing so now.

But among those without strategies more now expect the need to increase budgets, from 33% saying that in 2016 to 48% saying in a year on.

Section 3: Wellbeing initiatives and insurances

The people's choice: the wide range of wellbeing benefits – old and new – available to employees



While the number of wellbeing initiatives available to employers continue to grow – such as smart phone apps, wearable devices and virtual GPs – the old favourites, particularly EAPs, are still very popular. What this means for organisations is a wider choice of schemes and activities to provide to their employees.

The myriad of wellbeing initiatives offered by different employers is almost endless. But we have listed the most common ones, adding 'mindfulness' and 'organised walking' this year to our list.

Any variances year on year are likely to be down to different sample groups rather than large swings in offerings. The exception to this are wellbeing apps, virtual GPs and wearable devices which our 2016 research predicted would see significant increase in use.

Figure 3.1: Which of the following wellbeing programmes and initiatives do you currently offer (this year vs. 2016 survey)? (N=217)

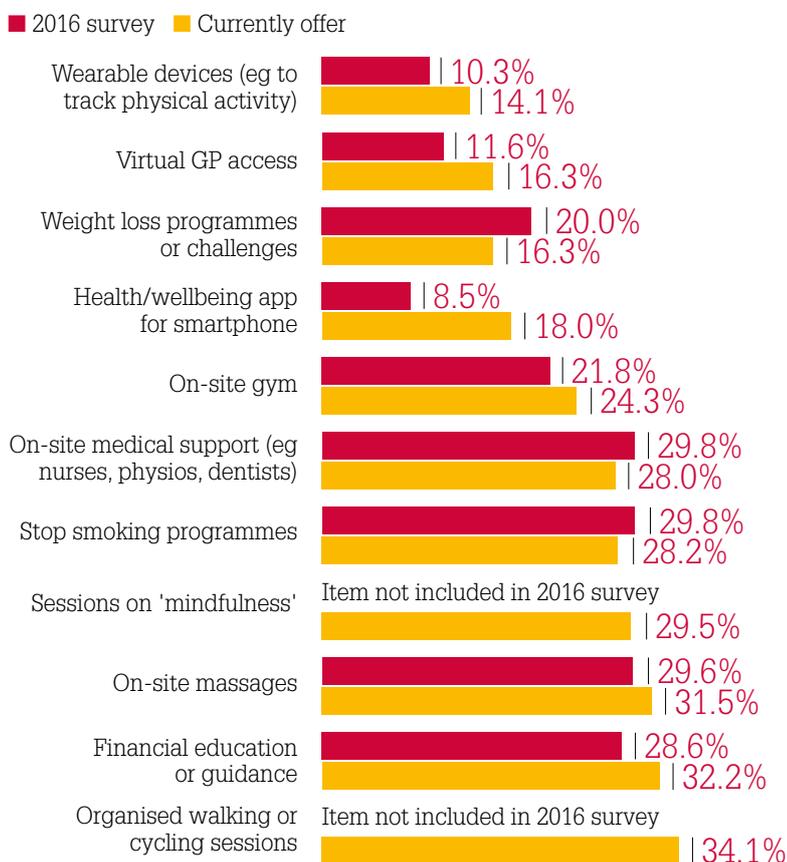
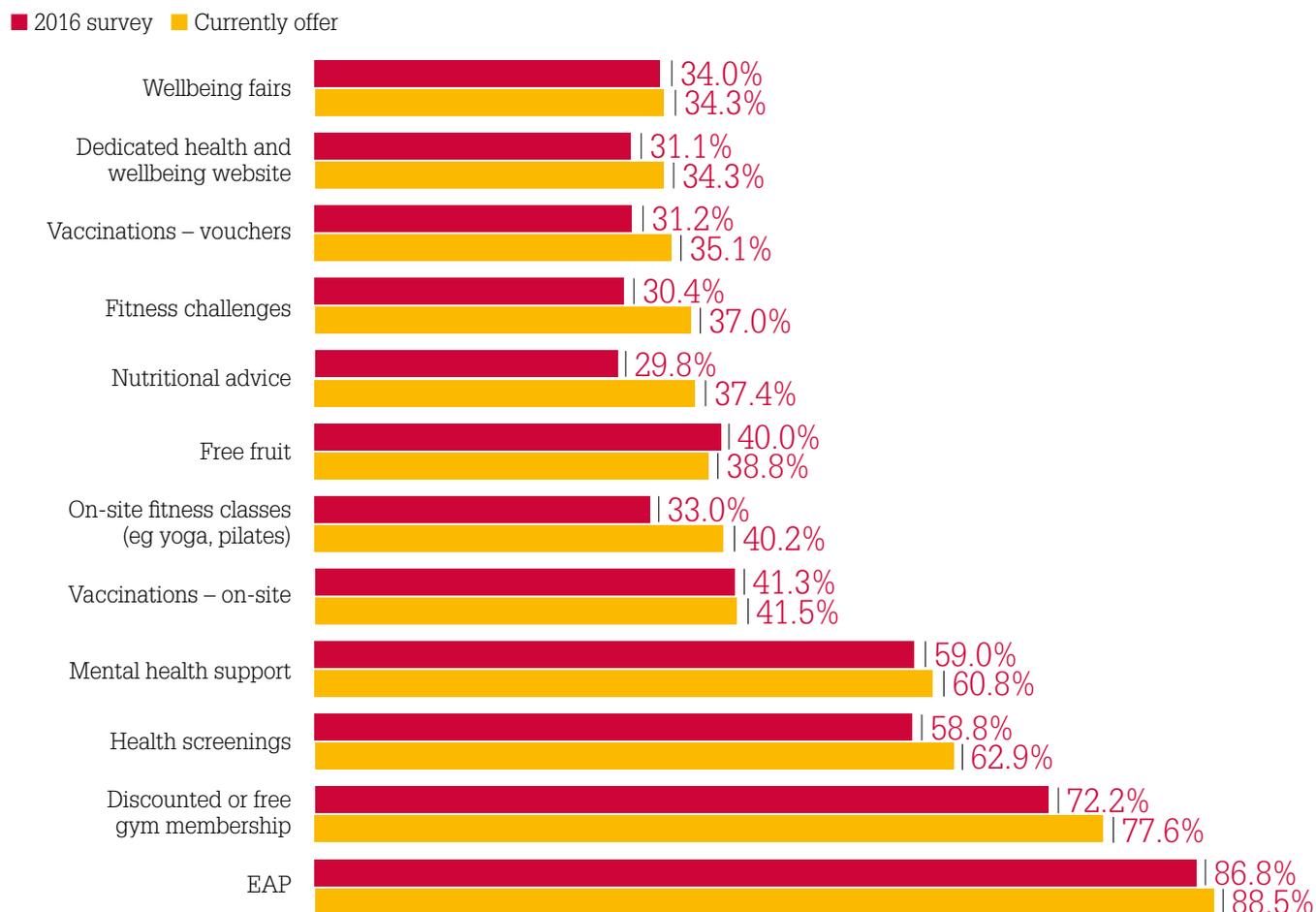


Figure 3.1: Which of the following wellbeing programmes and initiatives do you currently offer (this year vs. 2016 survey)? (N=217) – continued



EAPs remain attractive to employers

Employee assistance programmes continue to top the list of most popular wellbeing initiatives for several reasons. They are relatively inexpensive and very often free when buying corporate health insurances.

In 2002 they received a boost from a Court of Appeal ruling (Sutherland v Hatton) which stated that an EAP could protect an employer from an employee's stress claim. Although in 2007 judges ruled that employers needed to do more to support staff than simply offer an EAP.

Anecdotally it appears that EAPs are being looked at more closely by employers wanting to make greater use of their much-ignored services.



Expert view: EAPs – opportunities and challenges

EAPs are leading the charge in supporting wellbeing in the workplace. They're an effective response to the challenge of managing mental health at work and have been proven to help people cope with the personal or work-related issues that are causing distress.

A 2012 study conducted by CORE-IMS on behalf of the UK Employee Assistance Professionals Association (UK EAPA) confirmed the effectiveness of EAPs: of the 28,000 EAP counselling interventions analysed, 92% of EAP clients were accepted for treatment in just nine days, on average, and 70% of clients were demonstrably shown to recover or improve following their counselling.

More recently, research conducted recently by Lancaster University's The Work Foundation (2016) on behalf of the UK EAPA confirms the importance of EAPs in delivering a personal and professional source of support for employees that, crucially, is independent from the employer and can be relied on to be confidential. The most common uses of an EAP, according to this study, are for depression (57%) and coping with family events (56%). They are also being actively used by managers (68%) who are seeking help to manage workplace issues.

An ongoing challenge for organisations offering an EAP continues to be that of increasing employees' awareness and understanding of the services and type of support available through the programme. HR managers surveyed by The Work Foundation reported there is an ongoing stigma associated with EAPs, with employees perceiving them as a counselling service that's primarily for people with mental health issues, a finding which clearly limits the use of wider EAP services such as debt management, and support for issues relating to eldercare and childcare.

Managers are keen to see more regular and proactive promotion of the EAP and would like to give the service more prominence in team meetings, rather than solely promoting it in staff inductions, return-to-work letters or posters in the staff room. As an industry, we have a clear responsibility to work in partnership with employers to ensure that this demand is met.

However, the perennial challenge for the EAP is evaluation. While 60% of those surveyed by The Work Foundation say that they evaluate the impact of their programme – mostly through quarterly meetings with providers to discuss performance and programme improvements – 31% of the HR professionals questioned admitted there had been no attempt to evaluate the quality or impact of their EAP.

Just 9% of HR managers had attempted to make a 'hard' evaluation of their EAP in terms of a cost utility benefit for return on investment via the impact on sickness absence, performance, productivity or engagement. The most common reason for this was a lack of pressure from senior executives, with the EAP considered to be the 'right' thing to do and a perception that the EAP is a 'far less expensive' option than other wellbeing improvement schemes.

Too often 'ad hoc' EAP evaluation is accepted by employers and this is another challenge that we, as an industry, need to respond to. We have a huge opportunity to become more effective wellbeing partners by helping employers to connect and address the cultural and structural workplace issues that are contributing to sickness absence, presenteeism and poor mental health.

Only by doing this will EAPs be able to deliver sustainable impact and return on investment for organisations.

Andrew Kinder, Chair, The UK Employee Assistance Professionals Association



One annual health screening per employee will still keep tax advantage

Health screening came under the spotlight during the November 2016 Autumn Statement when it was announced that its salary sacrifice status will be removed from April 2018.

This only affects screenings offered on a voluntary basis. When paid for by the employer, health screening retains its tax advantages so long as employees have no more than one screening every 12 months.

Generally employees are restricted to one screening every two years, and they may also only be available to employees over a certain age – although staff at higher risk of illness may be able to access screenings more frequently.

Employers still want help with mental health

Mental health has become a major concern for employers in recent years.

The report *Absence Management survey 2016* found that more than two-fifths (41%) of employers had seen an increase in mental health problems (such as anxiety and depression) in the past 12 months (Chartered Institute of Personnel & Development, 2016).

The appointment of Lord Dennis Stevenson, a campaigner for greater understanding of mental illness, and Paul Farmer, CEO of Mind and chair of the NHS Mental Health Taskforce, to lead a review on how employees with mental health problems are supported at work, demonstrates the greater focus on mental health at a governmental level.

Technology influencing popular wellbeing initiatives

In 2016 we said practitioners should watch for the growth in health and wellbeing apps, virtual GPs and wearable devices in the next few years.

Our research-based predictions are still playing themselves out, but we can already see that the number of respondents offering health and wellbeing apps on smartphones has more than doubled in just one year. They are now offered by almost one in five (18%) organisations – up from less than one in ten (8.5%) a year ago.

Similarly, the percentage of respondents providing access to a virtual GP has grown by 40.5% (16.3% in 2017 vs 11.6% in 2016) over 12 months, as has the number of employers offering wearable devices, such as pedometers or more advanced GPS trackers (14.1% in 2017 vs. 10.3% in 2016, a growth rate of 37%).

With the continuing rapid growth in technology in recent years, these wellbeing initiatives are much more viable benefits today than even two or three years ago.

In particular, the fact that most people now carry a smartphone makes wellbeing apps a relatively cheap option for employers, as they do not need to provide any expensive hardware. While these kinds of initiatives are still in their infancy, the potential for improving employee engagement with wellbeing is clear.

“We have used an app and wearable devices with good effect to positively impact on individuals’ physical activity. The competitive and social elements help to motivate our people.”

Rebecca Eaton, health and wellbeing manager, United Utilities

“We have a Samsung app on our smartphones that we use in some of our campaigns, such as tracking and counting steps, and we also offer all our employees access to a virtual GP service. From a time-saving perspective this has been invaluable, as our employees are able to access the GP service at a time that suits them – without having to make an appointment or wait in a queue. The service can even get prescriptions delivered to a pharmacist of their choice, which is again invaluable for our employees.”

Joanna Bean, head of total rewards, Samsung

“For the younger generations, using apps that are available 24/7 is essential to maintaining their interest and participation.”

Christian Beasley, compensation and benefits manager, SPTS Technologies

“Smartphone apps make a lot of sense – the majority of the workforce now owns a smartphone so this allows technology to enable employee engagement, particularly with a geographically dispersed workforce.”

Steve Moore, head of HR, Hymans Robertson

“Since mobile solutions are crucial to all aspects of employee engagement, they must feature in the wellbeing agenda.”

Paul Bissell, head of reward & policy, Three UK

Some respondents did voice some caution around the use of this technology in wellbeing, however – voicing concern about access, relevance, privacy and their long-term value. For example:

“Technology plays an increasing role in everyone’s life – so why not health and wellbeing too? That said, I do question the longevity of some of the apps that are available and believe employers need to think carefully about which apps they endorse and why.”

Benefits and wellbeing manager, investment bank

“Virtual GPs could have a role to play – so long as it’s proven that they offer a return on investment through avoiding employees taking time off for appointments or by getting them seen more quickly.”

Associate director wellbeing and engagement, drinks manufacturer

“I think apps have a place, but they need to be built with your own audience in mind – co-created rather than purchased off the shelf.”

Health and wellbeing manager, food manufacturer

“I’m not convinced that apps or wearable devices get to the route of ‘fixing’ the wellbeing and lifestyles of the employees who are most at risk. It’s generally healthier people who are most engaged with these technologies.”

HR business partner – reward, manufacturing sector

“We will be trialling virtual GPs in the near future, but we are not too convinced on wearable devices. The results can often be skewed and more often than not they only get used by people who are active anyway.”

Reward adviser, law firm

“There is a pressure for companies to provide the latest technology to their employees to ensure the best engagement and, in turn, improve wellbeing. But I would be interested in seeing the actual ROI of this. Not every company has to have the latest technology – they need to understand what their employees actually need.”

Reward consultant, property services

“Our employees are very dispersed and some work in areas with no internet access or mobile signal – and not all staff are provided with smart devices. So at the moment an app would not reach all our staff and we prefer not to implement initiatives that cannot be accessed by all our staff equally.”

Employee relations manager, public sector



Big shift: Triple-digit growth for wellbeing technology

In 2016 we predicted tremendous growth in the proportion of employers offering access to wellbeing apps, virtual GPs and wearable devices.

Our data told us that over the next few years use of these would grow 474%, 333.6% and 341.7% respectively. Admittedly this growth comes from very low levels (hence the exceptional percentage growth), but just 12 months on we can already see significant shifts.

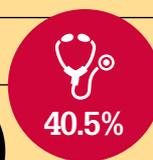
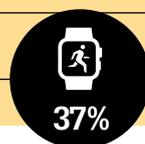
Expect more rapid growth to come in future years.

Growth in last 12 months in proportion of employers offering access to:

Health and wellbeing apps on smartphones

Virtual GPs

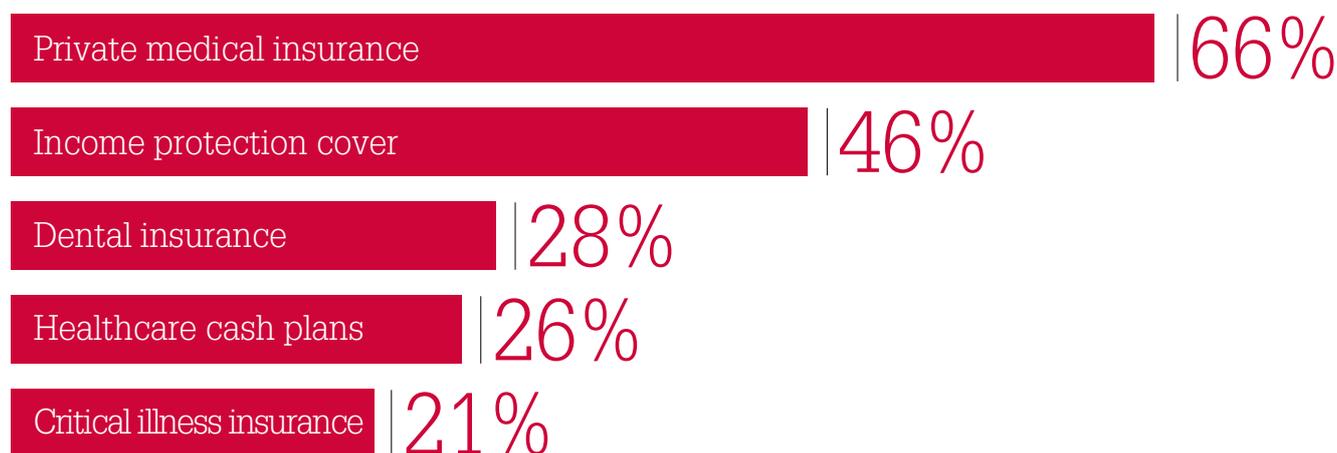
Wearable devices



Insurance used to complement other wellbeing strategies, for now

How insurances fit in with wellbeing strategies is still up for discussion, and insurance providers' and wellbeing specialists' views differ on the subject. In most cases insurances are still an employee benefit which is simply re-brokered every few years, rather than a strategic part of an integrated wellbeing strategy. Because of how closely they are interlinked though, they have been included in our research for the first time this year.

Figure 5.3: Do you provide any of the following employer-paid insurance and health products? (N=100)



Many employers provide insurance products to complement their other wellbeing activities and initiatives. Where they are offered, they typically form part of employees' core reward packages.

However, the rapid increase in insurance premium tax (IPT) in the last few years (IPT will rise to 12% on 1 June 2017; it was just 5% in 2010) may cause premiums to reach a level where employers are priced out of offering these products, or can only offer them to those in senior management roles and above.

Fastest growing areas for 2017 and beyond

Among our respondents the three fastest growing wellbeing areas in 2017 are poised to be:



But if we look further ahead at what respondents say they plan to add at some point, in addition to 2017 plans, these will be the three fastest growing areas:

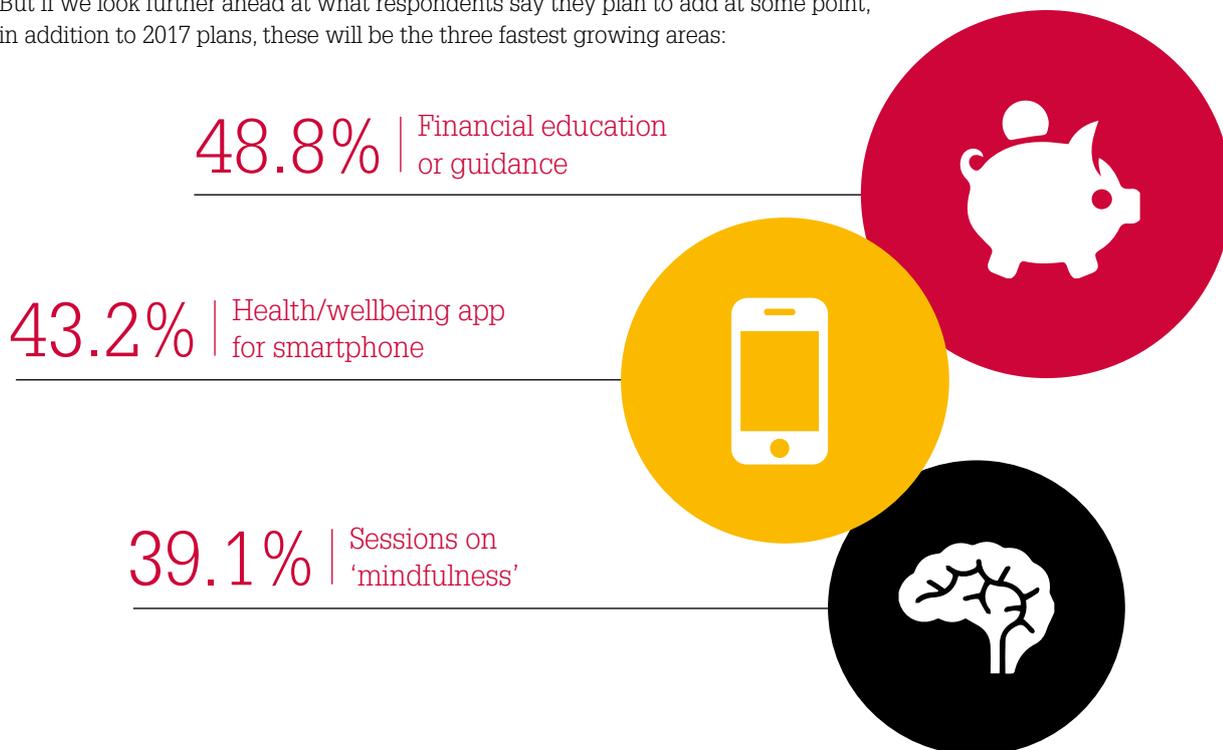
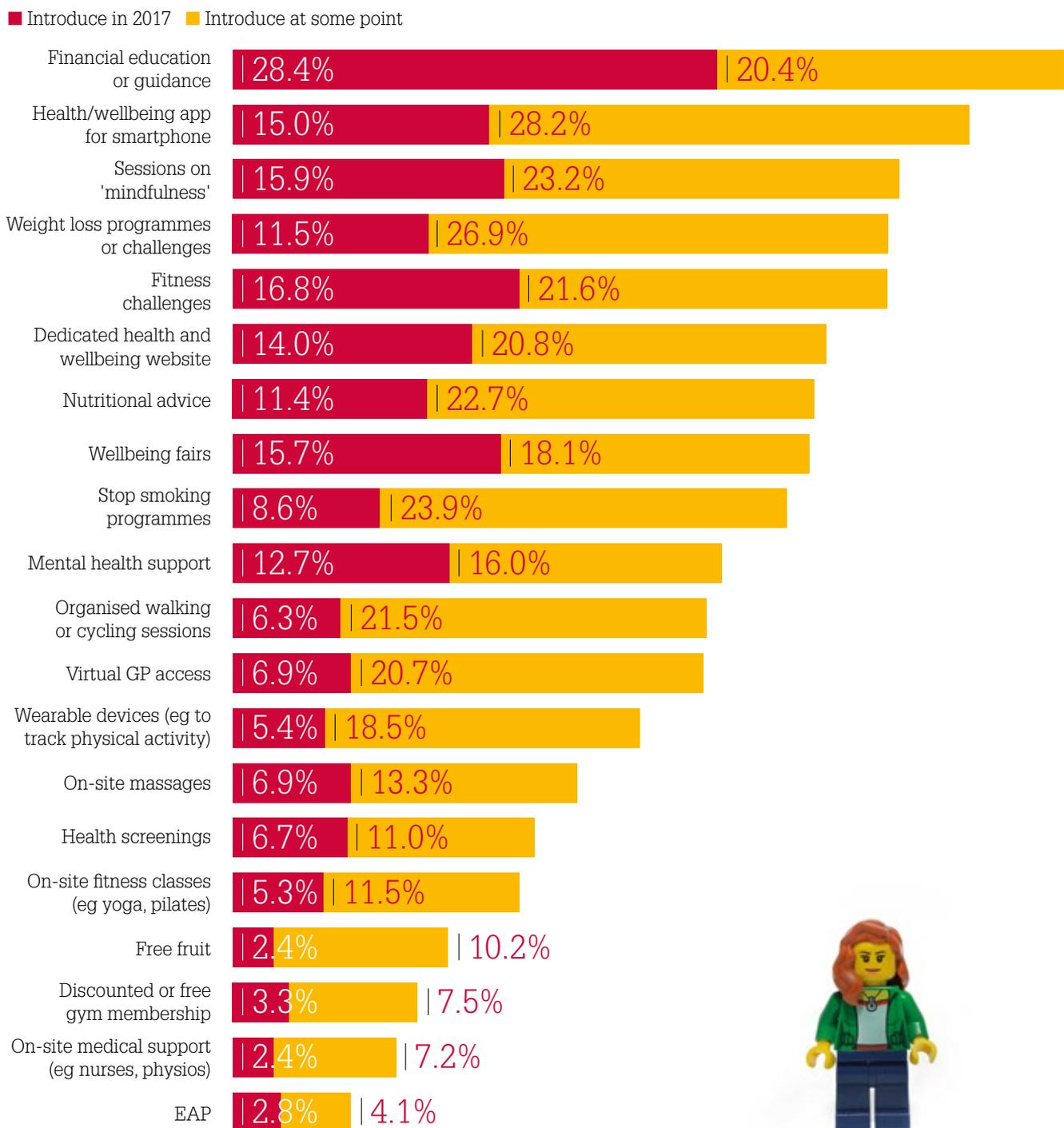
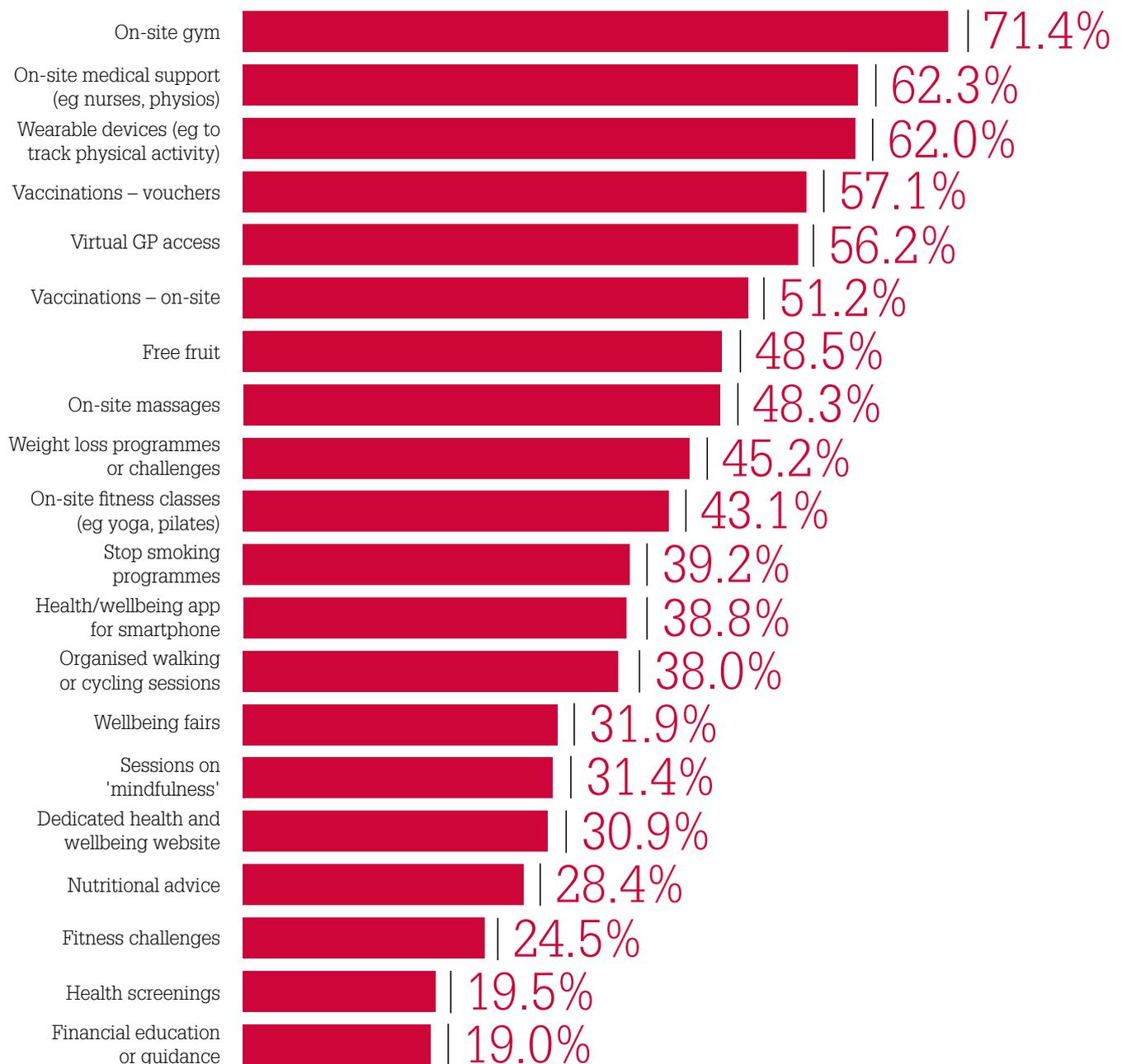


Figure 5.4: Wellbeing initiatives respondents plan to introduce in 2017, and in years to come

Financial education and guidance was identified as a major growth area in our 2016 survey – and it has continued to grow in momentum this year as more employers recognise the stress that personal financial concerns can cause for employees.

Other areas of growth tend to be wellbeing initiatives that are newer to the workplace such as apps and mindfulness. Those which have low growth are not necessarily less popular. In fact in many cases the opposite is true. They are more likely to have already been introduced (see figure 3.1 on page 27), such as EAPs, or be limited by what a workplace can accommodate, such as on-site medical support.

The growth of weight loss and fitness challenges reflects the growing concern among employers about the deleterious effects of modern workplaces on physical health. Among their key wellbeing concerns many of our respondents mentioned issues such as “physical inactivity”, “obesity” and “fatigue”.

Figure 5.5: Wellbeing initiatives respondents have no plans to introduce

It is worth looking at which benefits respondents do not currently offer and have no plans to introduce. These tend to be a mixture of benefits that not all workplaces can accommodate, such as onsite gyms, or those benefits that very few employers currently offer.

This data reminds us that while apps, wearable devices and virtual GPs are seeing enormous growth they have quite a long way to go before they become common practice. Even financial education is still being spurned by one in five employers.

“One of our main health and wellbeing concerns currently is inactive employees gaining weight and related illnesses (eg diabetes). We have just started discussing this area with our employee reps.”

Senior HR business partner, construction sector

Big shift: Financial education's popularity rises

Time and again, research conducted by REBA shows the tremendous appetite for financial education. REBA's *New Model Reward Research 2017* published in January 2017 (see page 4) demonstrated it was growing in popularity, and this 2017 Employee Wellbeing Research re-emphasises the point.

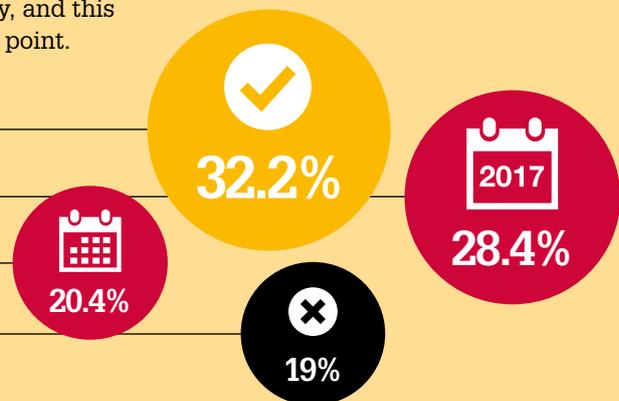
Currently offered

Plan to introduce in 2017

Will introduce at some point

No plans to introduce

Financial education is no longer restricted to retirement planning, but is becoming a core pillar in combatting stress among employees.



Growing interest in mindfulness

Along with concerns over physical health, many employers are also worried about the mental health of their employees – specific concerns mentioned by our respondents include “heavy workloads”, “burn out” and “lack of resilience”.

The concept of ‘mindfulness’ – the idea of being aware of one’s own thoughts and feelings as they occur from moment to moment – has become popular in recent years. Indeed, mindfulness-based cognitive therapy has been recommended by the National Institute for Health and Care Excellence (NICE) as a way to prevent depression (*Depression: The Nice guideline on the treatment and management of depression in adults, 2010*).

As a result, several respondents seem keen to explore what mindfulness might be able to offer their employees. However, some employers were sceptical of how effective mindfulness sessions could be in isolation.

“I’m not totally convinced about ‘mindfulness’ as a specific feature, as this feels more like a fad than issues such as financial education or providing support for carers. I’d prefer to have a clear strategy around providing support on mental health issues in general.”

Reward and benefits manager, education sector

“We have had sleep and mindfulness sessions in pockets, but we’re not sure to what extent providing these types of learning opportunities drives a change in individuals – as opposed to employees just being happy to ‘hoover up’ something that is being provided for free.”

Head of reward and wellbeing, pharmaceutical sector

Expert view: The wellbeing agenda for the future workplace



The REBA Employee Wellbeing survey 2017 confirms much of the research and other surveys in the last five years in the wellbeing arena, not only because of the increases in stress-related illness and presenteeism, but also because of its impact on productivity and talent retention and attraction.

The Organisation for Economic Co-operation and Development, World Economic Forum, World Health Organization, EU and many other global bodies have highlighted the issues of mental health in the workplace, and the need to try and create wellbeing cultures in private and public sector organisations.

As this survey shows, not many companies have a comprehensive wellbeing strategy, let alone a coherent approach to the problem facing businesses and the public sector in these dramatically changing times.

Having an EAP/counselling provision, gym membership for staff, or invitations to participate in the Global Challenge of walking 10,000 steps a day are only very small pieces of a bigger health and wellbeing puzzle.

The good news is that organisations, big and small, now know that their competitive edge depends on engaged, healthy and proactive employees, and that cultures that promote this kind of environment will deliver to the bottom line, as well as sustaining the health of their employees.

Aside from gym membership, nutrition, EAPs, and so on, a wellbeing culture includes line managers at all levels of the organisation who are good 'people managers' with enhanced social and interpersonal skills; flexible working arrangements in a world where employees have multiple demands on them; minimal interference in employees' lives through emails and other communication technologies out of office hours; and providing employees with some autonomy and control over their job without being micro-managed, feeling valued and trusted and being engaged in key decisions affecting their job and their future.

"In order that people may be happy in their work, these three things are needed: they must be fit for it, they must not do too much of it, and they must have a sense of success in it," John Ruskin, the social reformer, wrote in 1851.

The prolonged recession has created a workplace where there are fewer people who do more work, working longer hours and feeling intrinsically insecure (as jobs are no longer for life). In this scenario the role of HR and senior management in creating 'liveable cultures', where people are managed by praise and reward, not fault-finding, and where employees have manageable workloads and some balance in their lives, is critical for the health not only of employees but also for the sustainability and health of the business itself.

This is the challenge post-recession, post-Brexit and into the near future. As the poet and philosopher Henry David Thoreau wrote in 1853: "How prompt we are to satisfy the hunger and thirst of our bodies; how slow to satisfy the hunger and thirst of our souls."

Cary Cooper, 50th anniversary professor of organisational psychology and health, ALLIANCE Manchester Business School, University of Manchester



Section 4: Changes to the working environment

As good as a rest: encouraging healthy behaviours at work



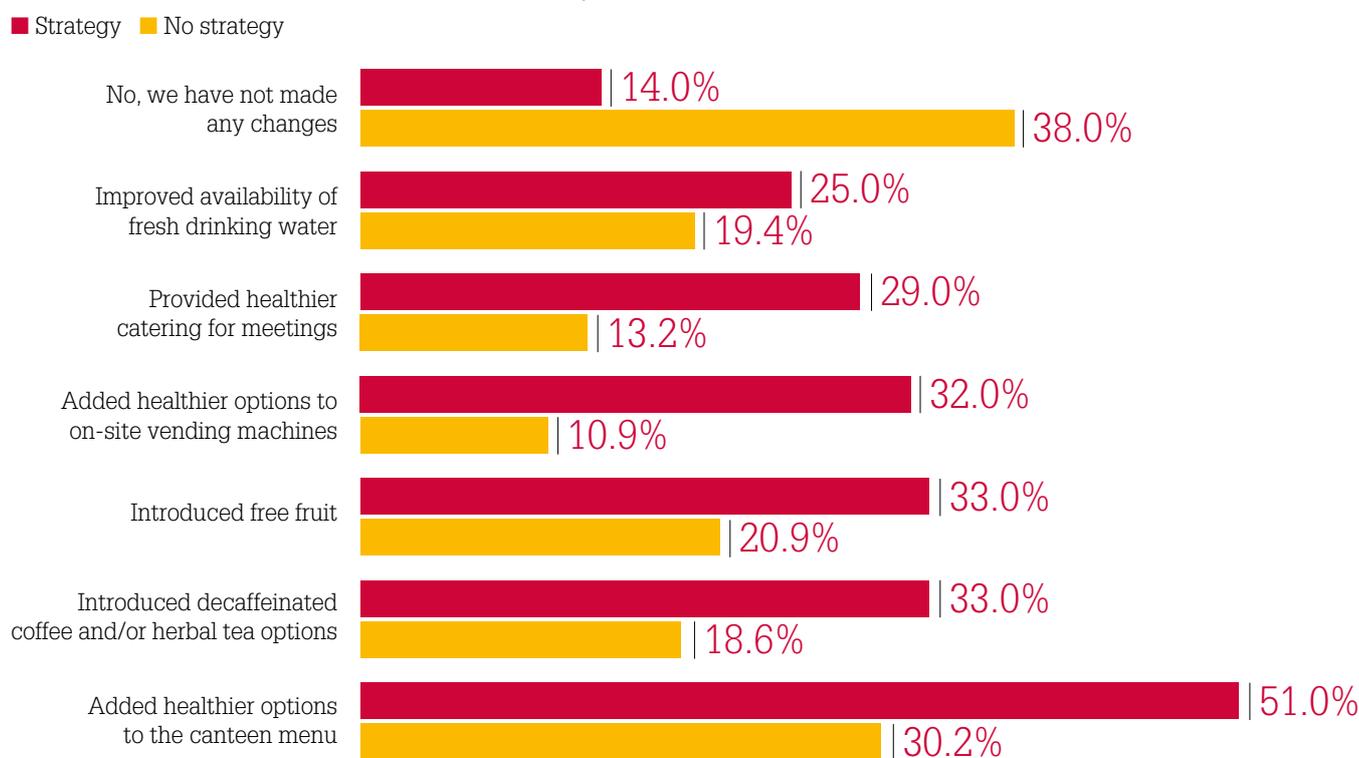
Employers now recognise that wellbeing is greatly enhanced by providing the right working conditions, from better-designed working environments to healthy food and drink options.

Healthier food and drink options growing in popularity

Making changes to the food and drink options they provide for employees is one of the easier and most visible wellbeing initiatives an employer can implement.

As might be expected, 86% of employers with a wellbeing strategy made changes to the food and drink options they provide for employees. That said, nearly two thirds (62%) of those without a strategy have also made changes.

Figure 4.1: Has your organisation made any of the following changes to the food and drink options available to employees? (N=229)

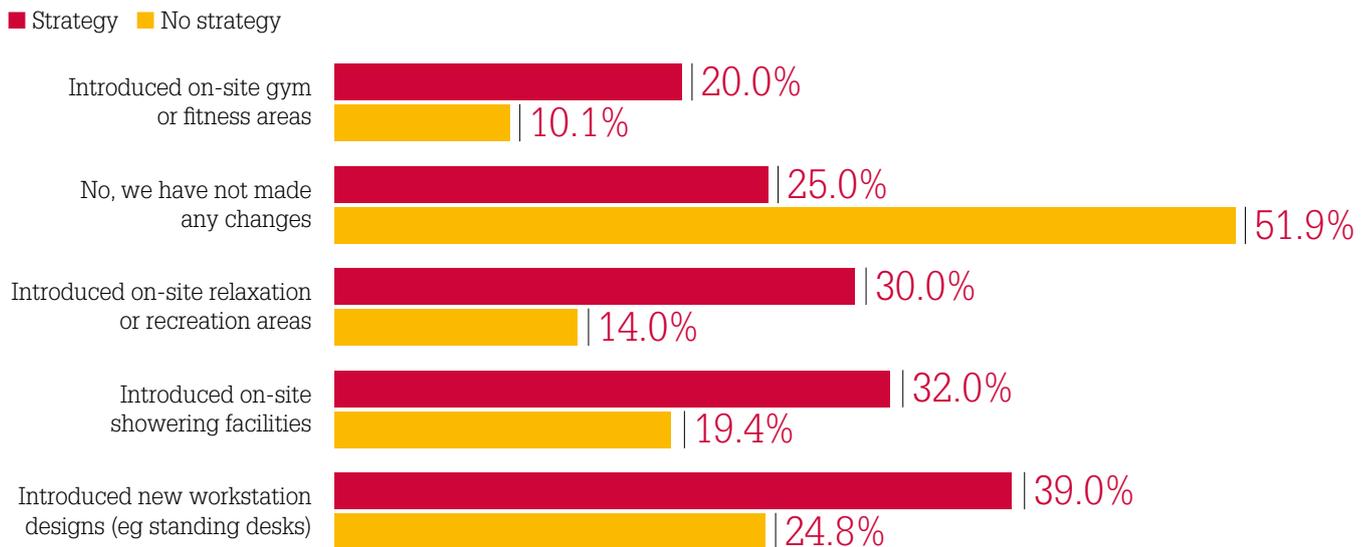


Food and drink options in the staff canteen or in on-site vending machines can have a big impact. Most employees spend eight hours or more at work each day and may eat one or two meals and several snacks during that time, so the food and drinks available to them can have a significant influence on their diet.

Employers encouraging healthy behaviours by changing working environments

Three-quarters (75%) of respondents with a defined wellbeing strategy report making changes to the physical work environment to encourage healthy behaviours, compared to less than half (48.1%) of those without.

Figure 4.2: Has your organisation made any of the following changes to the physical work environment to encourage healthy behaviours? (N=229)



It is possible that nothing could have a bigger impact on employees' physical wellbeing than reducing the amount of time they spend sitting down at work.

Numerous studies have found that installing standing desks – which allow people to work comfortably while on their feet – can increase employees' energy expenditure and benefit their health, with no detrimental impact on work performance ('Active workstations to fight sedentary behaviour' in *Sports Medicine, Vol 44, Issue 9, pp 1261–1273, Torbeyns, T., Bailey, S., Bos, I. et al. (2014).*

Our results suggest that employers are starting to buy into this philosophy and embrace the idea of changing the way that desk-based employees engage with their work.

Many organisations are also beginning to appreciate the importance of letting employees fully disengage from work during their break periods, by introducing dedicated relaxation or recreation areas on site. Many of these include games areas with table tennis or table football, which encourage employees to get active during their down time too.



Expert view: The impact of physical environments on employee wellbeing



Large parts of employees' lives are spent at work, so employers can and should have an active role in ensuring their environments facilitate workspaces and experiences that are conducive to effective work. In my day job, I'm very aware of the impact that the physical working environment can have on people's health and that small changes can make a big difference.

Stress reduction

There have been times where I've gone into a client's offices at the start of a week-long training course to be faced with a training room that is in the heart of a large building, with four plain walls and no natural light. I've found that people can cope with being in this sort of environment for a short period of time, but by midweek they start to become subdued. The change in mood is down to the surroundings, and a lack of natural light.

Working environments can have an impact, both positively and negatively, on the stress levels of office workers. Research has shown that workplaces which are flooded with natural light help to regulate serotonin levels, promoting healthy sleep patterns, learning, information recall and mental alertness and preventing depression, anxiety and stress.

Introducing bright colours in moderation can boost creativity, while studies suggest that greenery can reduce tension, depression, anxiety and fatigue. Even centralising refreshment, printing and recycling points will encourage people to leave their desks, walk around and interact with colleagues, IOSH's research into the health effects of changing break-taking behaviour at work has found.

Taking temperatures

While the workspace provided by an employer can vary, something as simple as the temperature in an environment can have a real impact on employees' ability to carry out their day-to-day tasks properly and safely. Environments that are too hot or cold, for example, may cause deterioration in workers' decision making and output, and could lead to lapses in concentration when clear decision-making is needed.

The best thing companies can do is achieve a thermal environment that provides satisfactory comfort to the majority of workers. The HSE, for example, considers 80% of workers as a reasonable minimum number of people who should be thermally comfortable in an environment.

Promoting good work

We believe good work is good for health and wellbeing and that all work should be healthy, safe and supportive. Occupational safety and health risks need to be effectively managed before wellbeing programmes are introduced, and interventions should be evidence-based and evaluated. The most successful wellbeing programmes are also ones that are based on worker consultation and support wider employer strategies, such as those for employee health and safety and HR issues.

Bridget Gilmour, vice president, Institution of Occupational Safety and Health (IOSH)

Section 5: Supporting wellbeing

Down the line: training line managers to help communicate wellbeing benefits

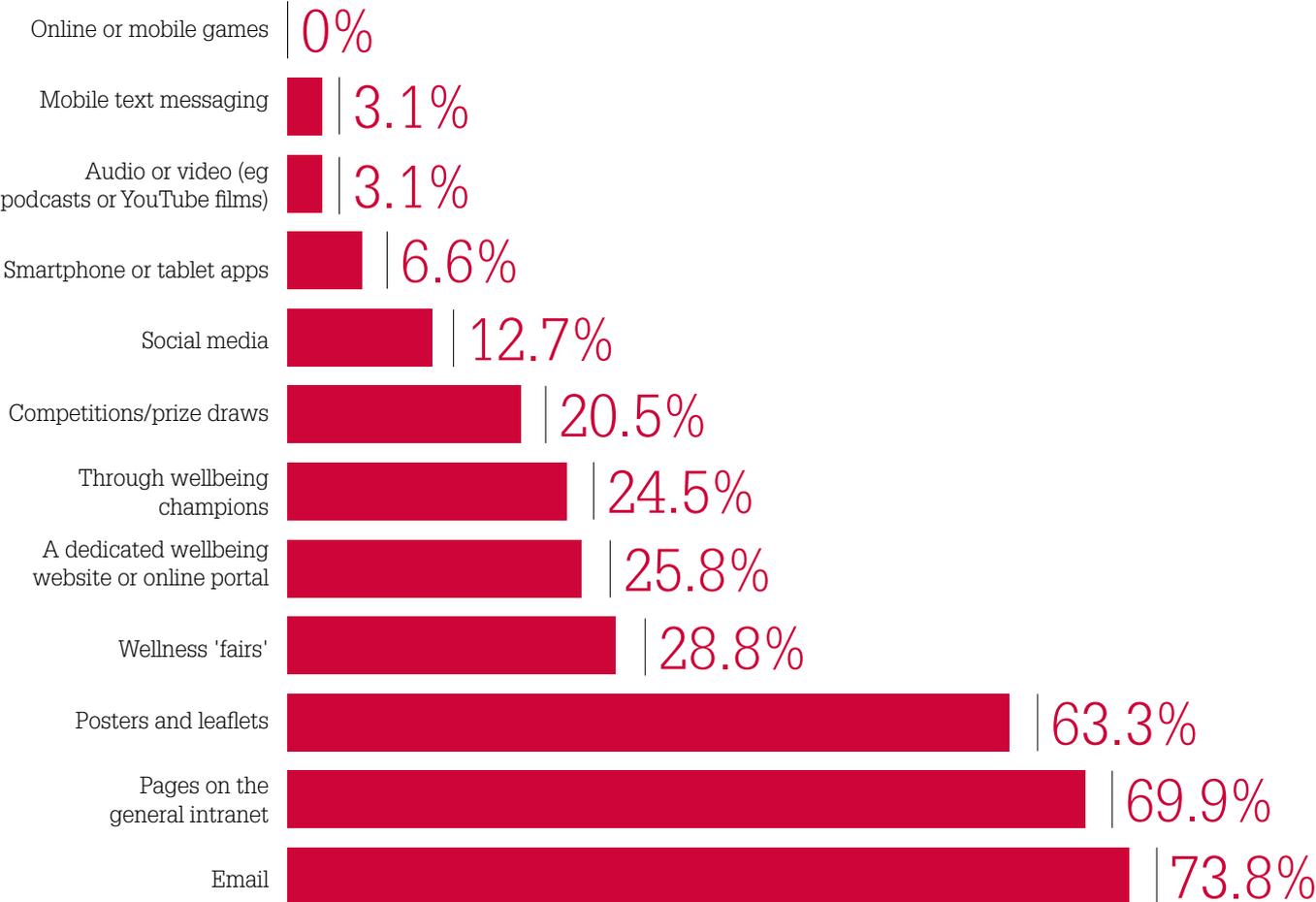


Having a wellbeing strategy in place is not enough – employers must ensure wellbeing benefits are communicated and line managers are trained to make best use of the available resources. Respondents are beginning to recognise this, with some even offering incentives to encourage take-up.

'Traditional' communications most popular for wellbeing benefits

Communicating any reward initiative, including wellbeing, is an ongoing challenge for employers. Employees are inundated with information, and ensuring a message is heard requires careful planning and a good knowledge of the audience.

Figure 5.1: How do you communicate your wellbeing initiatives across the organisation? (N=229)



Traditional media still dominates wellbeing communications – emails, the intranet and posters are quick and easy to set up and have a wide reach. In contrast, using YouTube videos and podcasts to promote wellbeing can be resource intensive – and many employers simply do not have the knowledge or expertise to put these methods into practice yet (although some of their employees may do).

It also appears that the ‘gamification’ of employee wellbeing is some way off, despite how much it is talked about. In contrast, many employers are recognising the value of social media for communicating and engaging with their employees on wellbeing, and this is an area that could see rapid growth in the next few years (as we flagged up in the 2016 research).

There is evidence that employers are thinking more creatively about their wellbeing communications, however. For example, one of our respondents ran a themed event to help raise awareness of their various initiatives.

“We have recently run a ‘Wellbeing Month’, which focused on mental health. All managers received a pack with a combination of information, advice and practical support they could use, as well as a range of activities to run with staff in team meetings to raise awareness.”

Helen Reeves, HR business partner, Sense

Half of employers with a wellbeing strategy train their line managers

Arguably the most effective way to get messages out is via line managers. But to work they need to understand, and buy into, what they are talking about.

Around a third (31.7%) of respondents provide training for line managers to help them support and promote employee wellbeing – although the figure is much higher for respondents with a wellbeing strategy than those without:

provide training for line managers (have a wellbeing strategy)

provide training for line managers (no wellbeing strategy)

Where training is provided, a further third (31.9%) of respondents make it mandatory for all line managers to complete.

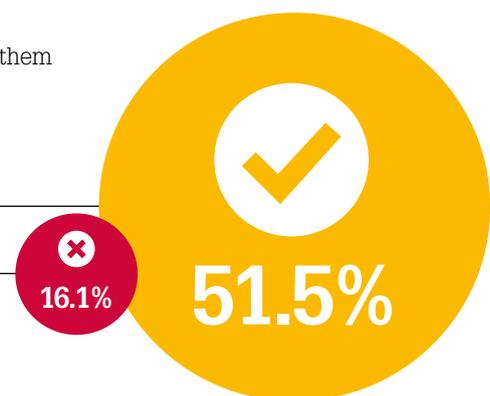
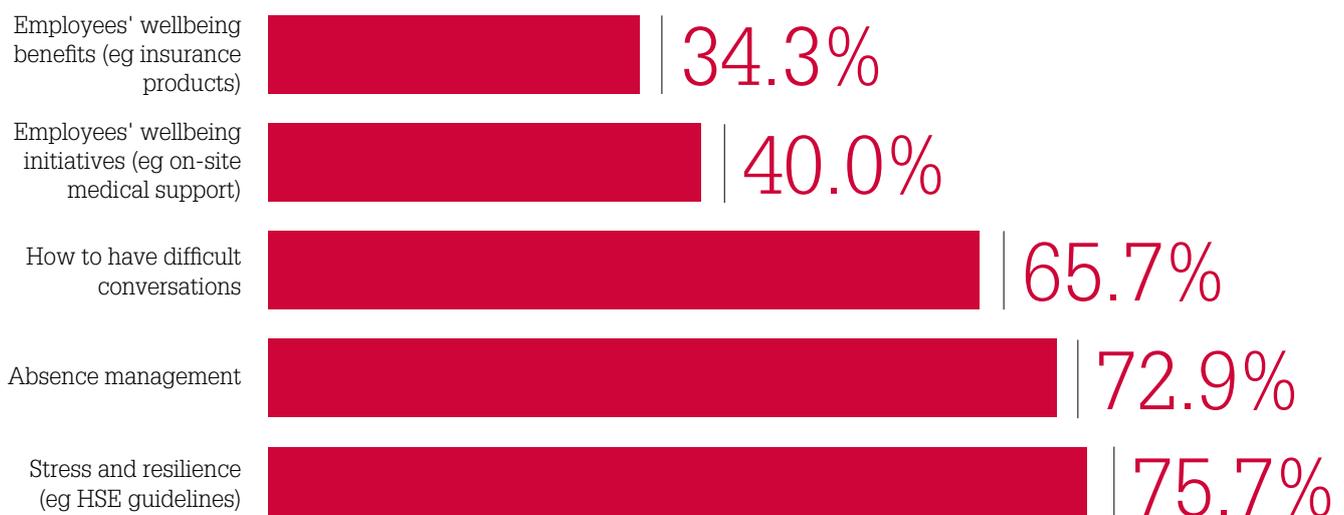


Figure 5.2: What does your wellbeing training for line managers cover? (N=70)



The major focus on stress and resilience in line manager training reflects the growing importance that employers – and public bodies – are placing on mental health.

The Health and Safety Executive (HSE) recently launched a set of management standards designed to prevent and manage work-related stress that explicitly emphasise the key role of line managers (*Management Standards on Work-related stress, 2016*).

This tells employers: “Whether you use the Management Standards approach or an alternative approach to risk assessment, it is important that this is seen as part of the normal day-to-day activities of your line managers, and is integrated into their role as far as possible.”

Such an approach makes a lot of sense, as line managers are perfectly placed to spot the warning signs of stress, anxiety and depression in their employees.

“We believe local team managers have the most important impact on changing employee behaviour at work. We want to improve how we manage people and raise awareness of the causes of – and the prevention of – stress.”

Caroline Gilmartin, Director of HR, RAPT

The importance that employers attach to teaching line managers ‘how to have difficult conversations’ is also understandable. Personal health is a sensitive subject and many employees find it difficult to disclose details to their employers – so training line managers to deal with these matters in a professional, non-judgemental fashion is vital for encouraging staff to be open and transparent about any health or wellbeing issues they may be experiencing. Several of our respondents mentioned this as a specific goal of their line manager training.

“The aim of our line manager training is to create an open and transparent environment where employees feel they are able to approach their managers when they need to, no matter what the issue.”

Anne Teggart, global head of benefits, Misys

The need to hone line manager training

Organisations may want to visit the relative lack of coverage in these training courses for the wellbeing initiatives that are available to employees, such as on-site medical support, and wellbeing benefits, such as insurance products.

While communicating these aspects of the wellbeing provision is generally left to HR or other internal communications, covering them in line manager training should help to promote the message further and ensure line managers are informed enough to be able to push their team members to the most appropriate resources for their health and wellbeing needs.

However, some respondents did reference the need for a ‘joined up’ approach as one goal of line manager training in this area.

“We run our line manager training to ensure a consistent approach and help managers to understand the importance of taking a holistic approach to wellbeing.”

Sandra Morse-Weaver, occupational health manager, Wales & West Utilities



Expert view: Why training line managers matters to wellbeing strategies



Line managers are the fulcrum of any organisation. Their role spans responsibility for day-to-day business operations, connecting high-level decision-makers with important workforce insights and, crucially, translating people management policies into practice.

The influence line managers have on people's health and wellbeing is pivotal but, although many employers seem to understand this, few are investing in the training and support to help line managers in this area.

For example, our *Absence Management 2016* research found an increase in the number of employers giving line managers primary responsibility for managing absence, with around a quarter reporting line manager ownership as one of their top three most effective approaches for managing absence. However, only a minority of employers are actually providing training for line managers to handle these new responsibilities.

It's crucial that line managers have training and support to care for the wellbeing of their staff. They are often the first port of call for employees with health problems, and usually have responsibility for managing that employee back into work.

As they're in touch with employees regularly, they are also much better placed than HR or senior managers to identify warning signs and trends in poor employee well-being, such as stress, the most common cause of long-term absence, or presenteeism (people coming to work when ill).

More broadly, line managers can be key communicators and champions of new and existing wellbeing strategies through their direct dealings with employees. They can also give valuable insight to senior leaders about how the organisation's wellbeing offering is working in practice, and come up with creative ways to improve it.

Ultimately, prevention is better than cure, and organisations should take advantage of line managers' unique position to tackle problems before they develop, for the good of the employee and the business. However, with wellbeing often blurring the line between people's personal and professional lives, line managers need to be confident and competent to be able to deal with any well-being issue that comes their way.

Training will help line managers to fully understand the benefits the organisation offers its employees to support their physical and mental health, as well as how to deal with a variety of different well-being issues in the right way.

But a single training day is not the answer. It may be a while between the training and the need to put it into practice, and even multiple training days cannot possibly cover all eventualities.

Line managers therefore need a dedicated programme of training interventions drip-fed over time and twinned with tailored, on-going support and guidance depending on the specific needs of the manager and their team.

It's also important that wellbeing capabilities aren't regarded as an 'add-on' to line managers' existing roles. Line managers are employees too, and it's important that they have the direction, and resources to improve their people management skills and give time to their reports on an ongoing basis.

From managing employee wellbeing to understanding company strategy, line managers have a crucial role in organisations. Happy, informed, engaged and empowered employees will lead to improved cultures and productivity, but this can only happen when line managers are given the space and support to manage and really engage with their people.

Rachel Suff, employment relations adviser, CIPD

Incentives remain important to encourage take up

Around a quarter (26.6%) of respondents with a wellbeing strategy offer some form of incentive – financial or otherwise – to encourage employees to participate in their wellbeing initiatives.

The initiatives that are most commonly incentivised are:

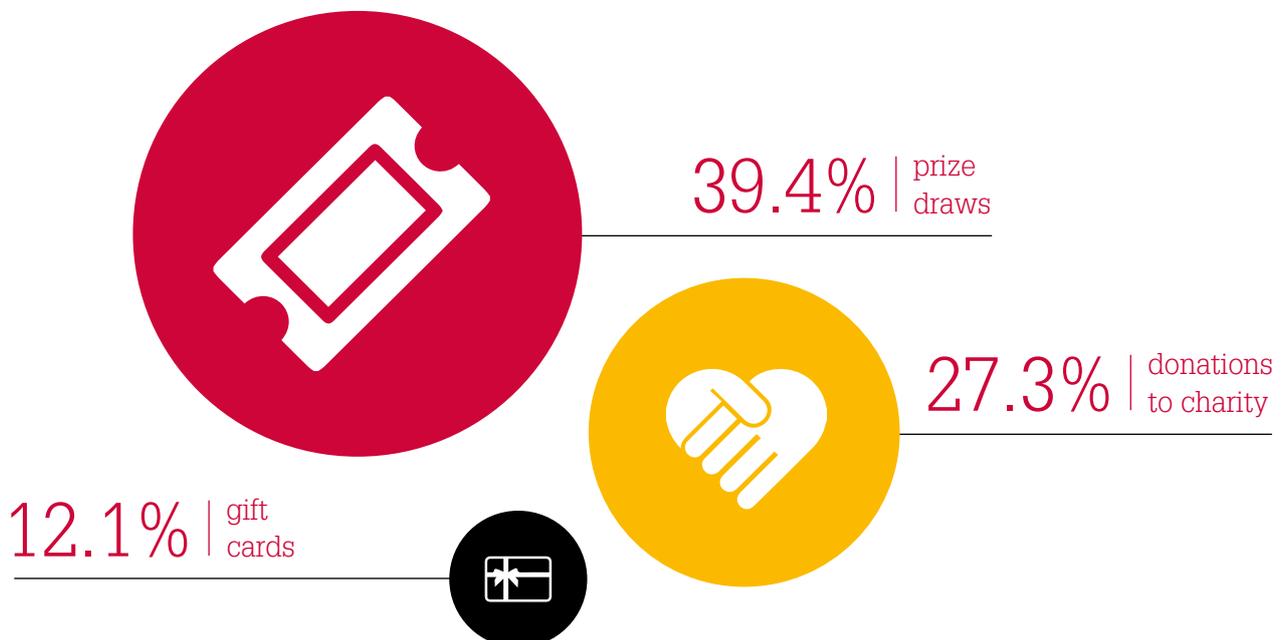
fitness challenges

wearable devices

weight loss programmes or challenges



The most common incentives are:



If we compare the statistic that 26.6% of our respondents offer incentives to encourage staff to take up wellbeing initiatives with what happens in the US, we can see that the UK lags a long way behind.

The report *Improving workforce health and productivity: Connecting the elements of workplace culture* (Willis Towers Watson, 2016) found that nine in ten (86%) organisations offer some form of financial incentive to participate in health and wellbeing programmes.

However, the research also questions the effectiveness of providing financial incentives, stating that nearly nine in ten US employers plan to reassess their incentive programme designs over the next three years.

Rather than UK employers catching up their transatlantic counterparts over the next few years, US employers will instead reduce the scope of their incentive plans.



Section 6: Measuring effectiveness



Rules of thumb: gauging the success of wellbeing investment

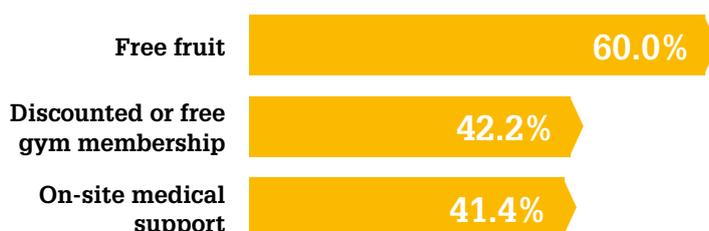
Just over a quarter of respondents measure the success of their wellbeing strategies, using levels of employee engagement, participation and feedback to gauge return on investment. The majority of those who measure, reporting their findings to the board, but still a majority overall do not measure at all, despite significant time and investment.

Initiatives that are most effective for the business and most popular with employees differ

The three wellbeing initiatives most effective for the business are – in terms of reducing sickness absence, for example:



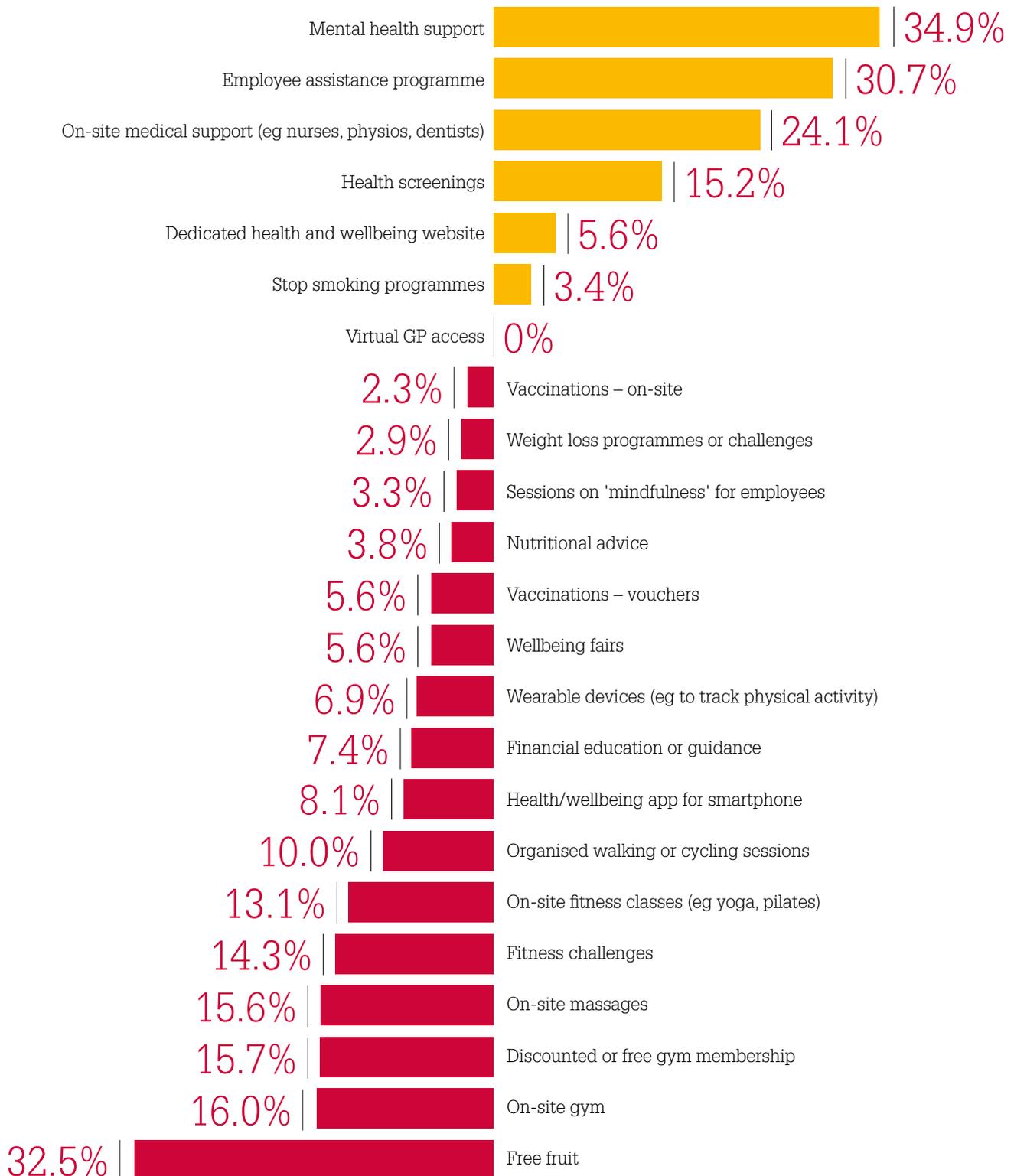
Most popular wellbeing initiatives with employees – in terms of take up rates and positive feedback:



These results highlight the fact that the most popular wellbeing benefits, such as free fruit, are not always the most effective for the business. However, employers have to balance the need to provide these popular options with the need to provide initiatives that help achieve business goals, such as high attendance rates and increased productivity.

Figure 6.1: The most effective wellbeing initiatives for the business vs. the most popular wellbeing initiatives with employees (N=211)

The chart below plots the net score for each initiative, with initiatives that respondents believe are more effective for the business than they are popular with employees appearing in the bars to the right and initiatives they believe are more popular among employees than they are effective for the business appearing in the bars to the left.



Expert comment: Mental health is 'everyone's business'

The comprehensive package of measures to transform mental health support the Prime Minister has announced shows how far we have come in bringing the experiences of people with mental health problems up the political agenda.

Mental health should be at the heart of government, and at the heart of society and communities – it's been on the periphery for far too long.

We welcome the announcements around a focus on prevention in schools and workplaces and support for people in crisis. The proof will be in the difference it makes to the day-to-day experience of the one in four who will experience a mental health problem this year.

Mental health is everyone's business and we need to see sustained leadership to make sure services and support improve for all of us with mental health problems.

Having been neglected for decades, we need to see it made a priority for decades to come to make sure everyone with mental health problems can live the life they want to lead.

Paul Farmer, chief executive, Mind, and chair, Mental Health Taskforce



Health screenings often used to measure changes in workforce health

Just over a quarter of respondents with a wellbeing strategy require employees to undertake an initial health screening or submit a health risk assessment.

Require staff to undergo health screening

A third of these organisations use the results to provide a baseline measure against which to benchmark changes in individual health (32%) or in the overall health status of the workforce (32%).

Requiring employees to undertake a health assessment – particularly where there is no real work-related requirement to do so – could be viewed as invasive, and it is certainly an area where employers need to tread lightly.

As a result, it is not surprising that relatively few respondents require employees to undertake a health assessment – and that where they do, this tends to be done for health and safety reasons, or to identify where reasonable adjustments may need to be made, rather than for evaluating the impact of the wellbeing strategy.

Engagement, feedback and participation rates indicate effectiveness

Overall, just over a quarter (28.6%) of respondents say they measure the effectiveness of their health and wellbeing initiatives.

Measure effectiveness of initiatives (have a strategy)

Measure effectiveness of initiatives (have no strategy)

Among those who do measure, employee engagement levels, employee feedback and participation rates are the key indicators of success.

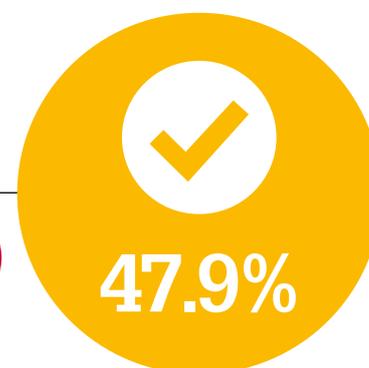
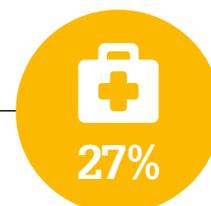
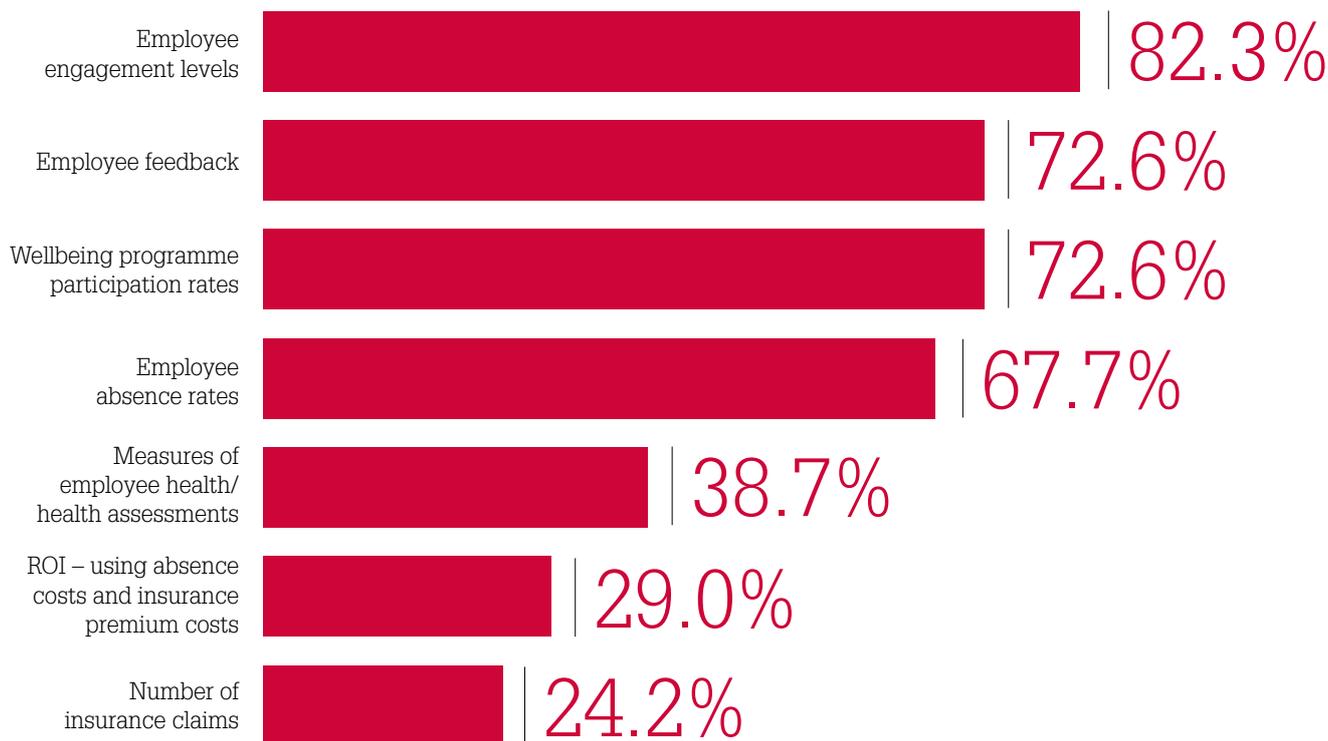


Figure 6.2: How do you measure the effectiveness of your health and wellbeing initiatives? (N=62)



Respondents overwhelmingly prefer to try and evaluate the impact of their wellbeing programmes using measures that in many cases do not directly address the health of the workforce.

While high participation rates and positive feedback might indicate that a wellbeing programme is popular with employees, for example, this may not necessarily correlate with an uptick in health.

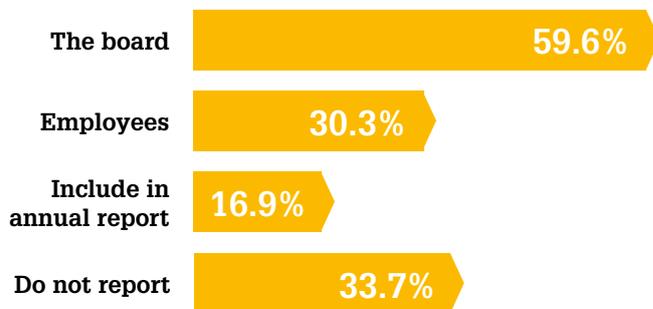
Similarly, while improved employee engagement levels and attendance rates are desirable outcomes, it is difficult to ascribe them only to the wellbeing strategy.

Of course, more direct measures – such as the health of employees and ROI figures – are much more difficult to achieve, which explains why they remain relatively rare despite their advantages.

More than half with a strategy report metrics to the board

Metrics commonly reported include sickness absence rates (both short- and long-term) and wellbeing programme participation rates (including anonymous EAP usage data). Some respondents also benchmark their results against other employers.

Among respondents with a wellbeing strategy report wellbeing metrics to:



It is encouraging that more than half of respondents report on wellbeing – in some fashion – to the board. This suggests that directors are starting to view wellbeing as an important area and may be more willing to devote serious resources to it.

Having their ear is one thing, however, to take full advantage, those responsible for managing the wellbeing agenda (such as HR and in-house occupational health specialists) need to demonstrate how having a physically and mentally healthy workforce makes a positive contribution to the bottom line.

Expert view: Positioning wellbeing as a boardroom issue



How organisations manage employee wellbeing can determine sustainable business performance. There is clear evidence that workplaces with strong employee engagement and wellbeing have increased productivity.

The Business in the Community Workwell model positions employee wellbeing and engagement as strategic boardroom issues linked to securing business objectives. Our public reporting guidelines (http://www.bitc.org.uk/sites/default/files/bitc_guidelines_wellness_and_engagement_updated_0.pdf) for employee wellbeing and engagement provide a company public reporting framework aligned to the four quadrants and core segment of the Business in the Community Workwell model.

The five segments of the model encompass the biopsychosocial aspects of wellbeing: Better Relationships, Better Physical and Psychological Health, Better Specialist Support, Better Work and Working Well.

Working Well positions wellbeing as a strategic boardroom issue aligned with securing business objectives. Employee engagement combined with wellbeing leads to sustained employee performance and employees feel trusted and that their work is valued. This is a proactive approach to employee physical, psychological and social wellbeing.

Better Work is about creating a happy, engaging environment of good work. Results of annual engagement survey and pulse surveys, company-funded training time per staff, and number of senior positions filled by internal staff can show job design, autonomy, variety, employee voice and security, and a culture that promotes trust and respect, underpinning Better Work.

Better Relationships promotes better communication both inside and outside the workplace, to support the social capital employees need for good mental wellbeing. Number of request for agile working accepted, volunteering commitment and number of women returning after maternity leave are ways business can measure this aspect of wellbeing.

Better Physical and Psychological Health is about creating a safe work environment that actively supports the physical and mental health behaviours of employees. Healthy behaviours need to be promoted and measured through trends in workplace demographics marking health status, trends in objective measures of health and wellbeing and health and safety reporting.

Better Specialist support equips specialist teams and line managers with information and skills to maintain their own health and support others. Line managers need to ensure teams manage health issues in a proactive way, sickness absence trends and causes, employee assistance programme usage, duration of extended absence and re-integrating employees after an extended absence are good indicators for how well the business is managing this aspect of the Workwell Model.

By having metrics that combine together the segments of the Workwell Model, businesses will gain a complete view of wellbeing initiatives and their effectiveness and impact on the business.

Louise Aston, wellbeing director, Business in the Community

Appendix 1: **About the survey**

The REBA Employee Wellbeing Survey 2017 was carried out online in November 2016. Responses were received from 250 wellbeing, HR and employee benefits specialists working at organisations of various sizes and in several different sectors.

Figure 7.1: Respondents by organisation size

Employees	N	%
1-249	36	14.4%
250-999	68	27.2%
1,000-4,999	101	40.4%
5,000-9,999	20	8.0%
10,000-19,999	13	5.2%
20,000+	12	4.8%
Total	250	100.0%

Figure 7.2: Respondents by industry sector

Sector	N	%
Not-for-profit	36	14.4%
Public sector	35	14.0%
Professional services (including legal)	33	13.2%
Financial services	29	11.6%
Technology	21	8.4%
Retail and wholesale	15	6.0%
Engineering and construction	11	4.4%
Media and telecommunications	11	4.4%
Manufacturing and production	10	4.0%
Transport and logistics	10	4.0%
Food and drink	8	3.2%
Utilities and energy	8	3.2%
Health and pharmaceuticals	7	2.8%
Leisure and travel (including hotels and hospitality)	6	2.4%
Mining, oil and gas	1	0.4%
Other (please specify)	9	3.6%
Grand Total	250	100.0%

Appendix 2: Full list of respondents

Aberdeen International Airport	City & Guilds Group	Hafod	National Offender Management Services	Save the Children	The Wilkes Partnership
ACCA	City Football Group	Haygarth	National Trust	Schroders	Thomtons Law LLP
Adecco	Coca-Cola European Partners	Healys LLP	Nationwide Building Society	Scotmid	Three UK
AECOM	Computershare	Herbert Smith Freehills	NATS	Scottish Enterprise	Topps Tiles
Ageas Retail	Countrywide	Hertfordshire County Council	Natural History Museum	Seadrill	Toronto-Dominion Bank
Ainscough	CPP Group	Hilton Worldwide	NCH Europe	Seetec	Town & Country Housing Group
Crane Hire	Crown Agents	Hugh Baird College	Nestle UK&I	Sense	Travelport
Akamai Technologies	Croydon Council	Hutchison Ports UK	Network Rail	Shepherds Bush Housing Group	Towers & Hamblins LLP
Alliance Homes Group	De La Rue	Hymans Robertson	NFTS	Siemens Healthineers	TUI Group
Anglian Water	Defaqto	IHG	NGA HR	SIG	Tusker
Anthony Nolan	Dentons UKMEA	Inchcape Management Services	NHBC	Signet Trading	UCB
Applied Systems Europe	Derbyshire Health United	Incisive Media	NHS Blood and Transplant	Simplyhealth	United Utilities
Arthur J. Gallagher	Digital Catapult	Inmarsat	Norfolk County Council	Skipton Building Society	University of Chester
Ascential	DLA Piper	Intuit	North Middlesex University Hospital	Solicitors Regulation Authority	University of Manchester
Aster Group	Doosan Babcock	IPG Mediabrands	Ocado	Sony Music	University of Northampton
ATS Euromaster	DP World London	iPSL	Optimisa Research	Southern Water	University of Sheffield
BACP	Gateway	ITV	Oxford NHS Foundation Trust	Specsavers Optical Superstores	University of Wolverhampton
BAE Systems	DS Smith	Jardine Motors Group	Pelican Procurement Services	SPTS Technologies	Urban Futures London
BAE Systems Applied Intelligence	Dunelm	JLT Group	Peters & Peters Solicitors LLP	SSE	Virgin Atlantic Airways
BAM Nuttall	Ed Broking LLP	Johnson Matthey	Port of Milford Haven	Stockport Council	Virgin Management
BDO Services	Eli Lilly and Company	Kammac	Poundland	Sunrise Senior Living	Virgin Media
BGL Group	EnerMech	KAO Corporation	PPL	SuperGroup	VMware
Bird & Bird	ENGIE	Kent County Council	Price Bailey LLP	Surrey & Sussex Healthcare	Volkswagen Financial Services
Birmingham City Council	EPSON Europe	Kirklees College	R Twining and Company	Swiss Re	Vubiquity Management
Bishop Grosseteste University	Erskine	Knight Frank	Radius	Taff Housing Association	Wales & West Utilities
BlackRock	Essex County Council	Konecranes UK	Radius Systems	TalkTalk Group	Wales Ambulance Service (NHS) Trust
Bombardier Belfast	Essex County Council	Lendlease	RAPP	Tate & Lyle	Walgreens Boots Alliance
Bombardier Transportation	Euro Car Parks	Liberty Mutual Insurance	RAPt	Taylor Vinters	Watford Community Housing Trust
Bouygues Energies & Services	Eversheds	Liverpool John Moores University	Rathbones	Teenage Cancer Trust	Wellcome
Brocade	expedia	London Stock Exchange Group	Raymond James Investment Services	Terex	Withers
Communication	Experian	Lincolnshire Partnership NHS Foundation Trust	RGF	The Bristol Port Company	WM Housing Group
BWI Group	Exponential	Merlin Entertainments	Richmond Fellowship	The Cola-Cola Company	Worldpay
bwin	Financial Conduct Authority	Merseyrail	Royal Bank of Scotland	The Crown Estate	Worthing Homes
CA Technologies	FirstPort	Mertopolitan Housing	Royal Mail Group	The Girl's Day School Trust	WWBL
Carlsberg UK	FIS Global	Michelmores LLP	RSM	The Hyde Group	WYG Group
Carnival UK	Fluor	Misys	Sage UK	The IET	
CAYSH & CAYSH Enterprise CIC	FM Global	Mitchells & Butlers	Saipem	The Northview Group	
CDK Global	Fourfront Group	Mizuho International	Salesforce	The Royal Marsden Hospital	
Celtic Football Club	Frimley Health NHS Foundation Trust	Mondelez International	Samsung	The RSA	
Centrica	Fusion Lifestyle	Moody's	Sanctuary Group	The Southern Cooperative	
CEVA Logistics	Game Digital	Mundipharma International	Santander		
Charles Stanley	GANT UK		SAP		
Charles Taylor	Gap Inc				
Chester Zoo	Gartner UK				
Chivas Brothers	GB Railfreight				
Cisco	Glory Global Solutions				
	Grant Thornton UK LLP				
	Habits at Work				

Appendix 3: Who we are

About our sponsor: Punter Southall Health & Protection

The UK workforce is changing and with it, the way that we work. At Punter Southall Health & Protection, we understand the challenges today's employers face. At the heart of this change is the increasing need to look after your employee wellbeing.

Creating a dynamic, healthy and supportive working environment can result in happy and productive employees and value for your company.

We understand this new working world and provide micro-employers, SMEs and large corporates with creative, innovative and cost-effective advice about their employee benefits.

We're passionate about challenging tradition to create more valued, alternative products and services to help you deliver your responsibilities better. We make sure your benefit solution really is as good as it looks. And with our award-winning health & wellbeing team¹ on call, you know that your wellbeing strategy is in safe hands.

With expertise in protection, healthcare, wellbeing, international and online benefits, we know that the best way to determine the future is not to leave it to chance. Instead we design and deliver your employee benefits strategically, holistically, financially and sustainably – that way, they work for your business and your employees.

¹Winner of WSB' Health & Wellbeing Consultant of the Year' Award, 2016



Website: www.pshp.co.uk
Tel: 020 3327 5700

About us: Reward & Employee Benefits Association

REBA is the professional networking community for reward and benefits practitioners. We make members' working lives easier by saving you time, money and effort through sharing experience, ideas, data and insight with each other. We help members to pursue best practice, increase professionalism in the industry and prepare for upcoming changes. REBA lobbies government on members' behalf.

What REBA does:

- Runs regular conferences and networking events
- Produces benchmarking research, insight & data reports and analysis
- Curates the information you need to know, both online and in our weekly email
- Helps with supplier shortlisting and research

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Employee Wellness Research 2017 is published by



www.reba.global

In association with

**Punter
Southall**
Health &
Protection.

March 2017

