

nudge

Global financial wellbeing playbook

How to roll out a successful program



Introduction

We've harnessed our collective experience in designing and delivering 300+ financial wellbeing programs to create this practical playbook for employers.



By the end of this playbook, you'll have what you need to create and deliver a global financial wellbeing program that has a meaningful impact on your people, whatever their circumstances and wherever they are in the world. Good financial health is one of the greatest gifts you can give your people, and we're thrilled to offer our support as we guide you through research, launch, and everything in between.

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Start with the 'why'

Align your program to your organization's objectives, mission, and values


By aligning your financial wellbeing program with your organization's goals and mission, you can measure the impact and build more support internally from your leadership teams.

For example, if your organization is committed to supporting diversity, equity, and inclusion (DE&I), but data shows that your female employees are contributing less to their retirement plans than your male employees, there's a gap. With data insights and a targeted campaign to close the gap, you now have a specific, measurable goal to work towards.



"When you align your organization's values with both your strategy and the values of your employees – creating values alignment – you reap all sorts of benefits: higher job satisfaction, lower turnover, better teamwork, more effective communication, bigger contributions to the organization, more productive negotiations, and, perhaps surprisingly, more diversity, equity, and inclusion."¹



 **No. of employees:**
3k

 **Locations:**
Brazil, Canada, Chile, China, Costa Rica, France, Germany, Guatemala, India, Italy, Japan, Mexico, Netherlands, Singapore, South Korea, Spain, UK.

WHY

Increase financial literacy and enhance employees' financial resilience outside the US.

HOW

Delta introduced a globally consistent financial education program with nudge, tailored to meet organizational objectives of increasing financial literacy and employees' needs to grow financial resilience outside the US. The program includes a localized monetary incentive, equivalent to US\$1,000, once employees have engaged with nudge's financial education.

RESULTS

88%

of employees earned a reward, totaling US\$2.5m+

95%

of employees took action on their finances via nudge



This example framework is a simple tool to ensure the core needs of the financial wellbeing program align with your organizational goals.

	Organization mission and values			
Category	DE&I	Learning and development	CSR (corporate social responsibility)	+ Add column/s
Objective	Equitable support for all.	Improved financial literacy and knowledge.	Create a positive social impact.	
Core needs of the financial wellbeing program	Personalized, locally relevant content for all.	Impartial education based on individual needs and circumstances.	Available beyond the workplace for family and friends.	
Metrics to prove impact of program goal	Participation in workplace benefit programs (retirement plans, share options) across groups.	Tracking of financial health scores by region.	Take-up of program beyond the workplace.	



ACTION:

Check your organizational goals align with the core needs of the financial wellbeing program.



OUTCOME:

Measurable results that generate meaningful metrics for the organization and people.

People data and insights

Now that your program is aligned with your organizational goals, it's time to delve into data and insights about your people's needs. This will ensure your program effectively addresses those needs and supports your broader objectives.

For example, are you getting feedback that employees don't understand their benefits? Do you survey your employees about your programs? Your regional and country leads will be a valuable source of information, and connecting with them will be a great opportunity to get their buy-in early.

When you uncover data and insights from your organization, it will help you get endorsement from the wider team and provide a clear focus for your financial wellbeing strategy.

Here are some practical examples:

- **Uptake of your benefits**, such as your retirement and stock plans, by different demographics. Are your frontline workers less likely to participate?
- **Attrition among different worker types**. Are your tech workers in specific country leaving you for your competitors for extra pay?
- **Attractiveness of employee value proposition**. Are you struggling to attract talent to certain parts of your business?

Once you have a deeper understanding of your program goals, you can start to map out your definition of financial wellbeing. Here are some further questions to consider before you finalize your organizational definition:

- How do you want your employees to experience money management?
- How do you want your employees' financial health and behaviors to change as a result of your support (target financial health score)?
- How does your wider benefits program support your employees' financial wellbeing (boosting uptake of key financial benefits during your annual flex benefit window)?
- How does financial wellbeing align with your organization's mission and values (employee engagement, gender gaps, DE&I, Environmental Social Governance (ESG))?



At nudge, we believe financial wellbeing is an outcome. It's that feeling when you are in control of your money and prepared for your future. You can strengthen an individual's financial wellbeing by giving them the skills and knowledge to take action on their personal finances and employee benefits. As a result, confidence builds so they can take control of their money and be more hopeful about their financial future.

To further support people's financial health, you can supplement your program goals with additional opportunities uncovered during your initial research period.



To help you get started, check out [nudge's global financial health pulse](#), insights from the 1.7 million nudge community that highlights the current state of people's financial health around the world.



¡Hola Carlos! ¿Sabías que este año hay más...



No. of employees:
6k

Locations:
Austria, Brazil, Germany, Italy, Poland, Switzerland, UAE.

WHY

To make a genuine human impact with financial education.

HOW

With a diverse global employee population, the Avanade team used data to understand how best to design an inclusive program that supports different needs and circumstances. Avanade partnered with nudge to offer personalized financial education to help every employee to feel comfortable and safe on their journey to stronger financial health.

RESULTS

94% of employees have engaged with financial education resources

82% of employees are dedicated learners



ACTION:

Understand your people and business needs, ensuring your financial wellbeing program supports the critical areas of both.



OUTCOME:

A robust foundation for your program with aligned business and people needs at its heart.

Choosing your program partners

You know the 'why', you have the data to support it, the objectives and metrics are set, and now you're ready to choose the right program partners.

Global baseline: education as the foundation

The first step to choosing your partners is to ensure they can provide a globally consistent and locally tailored experience for your people, wherever they are.

When impartial financial education is the foundation of your financial wellbeing program, you can:

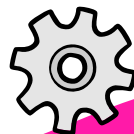
- Educate your employees on the other products and services you provide
- Drive uptake and engagement with your existing benefits
- Empower employees and yourself by accessing rich data to understand the wants and needs of your people



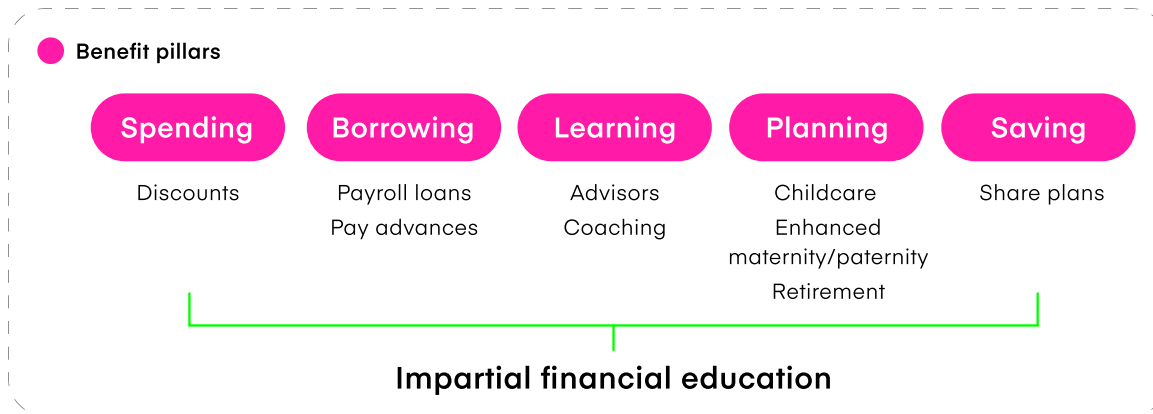
Partner criteria

When choosing your program partners, you should consider:

- How does their product support your business and people needs?
- Is the solution accessible to all employees, from frontline to office workers, across the globe? And do they have your employees' best interests in mind?
- What proven experience and case studies do they have with organizations similar to yours?
- What additional support is available to employees (training, communication toolkits)?
- Do they offer features that enable personalization, such as language, timing, and communication channels (WhatsApp, email, SMS or Slack)?
- Do they integrate with your existing tech stack and benefits?
- Do they promote and support your full benefits offering?
- What's your priority (price, value, or quality)?
- What is their commercial model, and how does it align with your objectives?



The diagram below provides a framework for a workplace financial wellbeing program with products and services aligned to the financial benefit pillars.



Choosing your financial wellbeing program partners requires a strategic approach that leverages a defined criteria of needs and insights. By having impartial financial education as the foundation, you can identify specific gaps that are essential for delivering your global program. Ultimately, the approach outlined in this section creates an informed framework for assigning the best possible support for your organization and your people.

Expedia

No. of employees:
16.2k

Locations:
57 countries worldwide.

WHY

Implement a scalable, consistent, global financial wellbeing program.

HOW

Expedia launched nudge's global financial education platform in three months. The solution was rolled out to employees in all office regions to provide a high-quality, consistent experience wherever their people are based.

RESULTS

62% of employees are engaged in financial education

57 Live in 57 countries in 3 months



ACTION:

Qualify your partners based on key program, business, and employee considerations.



OUTCOME:

A shortlist of qualified partners capable of delivering a global financial wellbeing program.



Best practice implementation

Implementing your program requires a two-pronged approach. First, you need to address and test the technical aspects of implementation to ensure everything runs smoothly, and, second you'll need to craft a clear communications strategy to keep everyone aligned and informed.

Technical implementation

First step to technical implementation is establishing how your existing technical set-up supports your program's goals, both for launch and for the future. Here are two key areas of implementation to consider:

1 The management of the program:

- a) Secure data transfer
- b) Eligibility files
- c) Integration with your existing benefits and programs
- d) Analytics for global reporting

2 The employee experience:

- a) Branding consistencies
- b) Language considerations
- c) User access (Single sign-on)

The end state should be a simple and clear user experience, with administration that is low-or no-touch.



Communications strategy

You're in the final stages of your program planning and in the second stage of implementation, the outcome now hinges on your ability to effectively communicate and launch the program to your people.

Rally your stakeholders

Uniting regional and local teams on the rollout and launch of your financial wellbeing program is the key to program success.

Nominate local project leaders (champions) for regions, ideally those who you involved in the early stages of planning, so they are brought in from the start.

These champions might be executive sponsors, or regional or local reward, wellbeing and benefit teams, each playing a pivotal role in global employee wellbeing.

To create your launch communications, ensure you have clear central themes or campaigns and work with your champions to equip them with the right imagery, content, and messaging to promote the program. They may wish to localize these materials for their region and local teams.

Here are some areas to consider:

- Choose a campaign name and hooks to pique interest
- Pick imagery that creates an identity but can be culturally sensitive and diverse, and grabs attention
- If local language is important to your organization, ensure your local teams have sign-off to ensure it's culturally appropriate
- Use simple calls to action, for example: 'Discover your financial health score today'




Here are more examples of best practice:

- Connect the program to wider business or global industry initiatives (World Mental Health Day, end of the tax year, or company enrolment period)
- Include messages of support from your CEO to demonstrate the program's importance
- Create a project plan and a series of campaign briefings to share with your global benefits team, managers, wellbeing champions, and employee resource groups ahead of the launch to prepare them for employee questions
- Map the available internal communication channels per region to ensure they're acknowledged and aligned
- Think about global scheduling to launch at the best possible time for the best possible reach
- Plan a series of financial wellbeing champion training sessions, upskilling key employee groups to promote the program to their networks in the business

Effective communications and a successful launch are crucial to your program. Engaging stakeholders secures their support, while inclusive imagery and communications make all employees feel valued. By carefully executing these elements, you will create a successful and inclusive financial wellbeing program that resonates with your entire workforce.



 No. of employees:
5.5k

 Locations:
Denmark, Finland, Ireland, Norway, Sweden, UK.

WHY

Drive benefit engagement and retirement outcomes.

HOW

The Mondelēz team worked with nudge to design creative, inclusive communications for different channels to increase benefit awareness and drive uptake. The team designed a brand-new registration experience, campaign brand and personalized touchpoints to encourage employees to increase their retirement contributions.

RESULTS

180%

increase in retirement contributions

262%

increase in total savings from scheme



ACTION:

Address technical implementation and design an inclusive launch communications campaign - rally stakeholders to best promote your program.



OUTCOME:

The program is communicated successfully, in keeping with cultural sensitivities, to reach and engage all your employees across the globe.

Measure and adapt

To recognize the impact of your program, it's essential to tie outcomes back to your objectives (we covered this earlier in the playbook). By continually reviewing your progress, you can keep delivering impact as your organization and employees evolve.

We recommend you group your metrics into three impact areas to keep focus:

1 Improving financial health

- a) Do you want to focus on specific employee communities or resource groups (young talent, carers, women)?
- b) Are there financial health challenges you want to solve (debt, retirement or emergency fund savings)?
- c) Are there employee financial goals you want to support (investments and life goals)?
- d) Do you want to support global mobility?

2 Driving uptake of benefits through education and communication

- a) Do you want to increase engagement in specific benefits (retirement plan, workplace savings, share plans, healthcare benefits, support services, Employee Assistance Programs)?
- b) What is your focus area (awareness, understanding or action)?
- c) Do you want to track the impact of increasing benefits uptake?

3 Wider business impact

How can your financial wellbeing program integrate with other business priorities:

- a) Employee attraction and/or retention
- b) Employee wellbeing
- c) Environmental, social and governance
- d) Diversity, equity and inclusion/gender finance gaps
- e) Workplace awards/surveys

Communicate success and rally support

To ensure your program delivers against your objectives, you need to continually engage your regional program champions and share results.

You can create regional monthly dashboards and train champions to contribute with program outcomes. Using these dashboards, check in with champions to review progress, and make improvements or modify. As well as program data insights, anecdotal employee stories work well to communicate program success to the wider business.



Keep your program fresh

Build impact over time by looking for opportunities to keep your program fresh. During your results check-ins, find out what is working well and do more of that. It could be a particular topic that's resonating, a channel of communication that's generating more engagement, or a local awareness event. Lean on your champions, and program partners for their insights, expertise and experience to successfully evolve your approach.

Leverage external events to keep your program up to date


Keeping up to date with important financial and global events will allow you to integrate and adapt your program. This will not only keep your employees informed but gives you an opportunity to reinvigorate engagement. The world of personal finance changes rapidly and that motivates many organizations to include new events and initiatives to elevate and reinforce the wellbeing program (Stress Awareness Month or International Women's Day).



Access nudge's latest [financial wellbeing calendar](#) of important dates and keep your program front of mind.



VERITAS™

 No. of employees:
2.9k

 Locations:
India, UK.

WHY

Launch a financial wellbeing program to their global population.

HOW

Prior to the launch of its financial wellbeing program, Veritas gave senior leaders access to nudge. Once live, the Vice President sent out a personal message encouraging people to understand why nudge is an important benefit that will have a positive impact. This approach proved to be a game changer.

RESULTS

93%

of employees have engaged with nudge

48%

average engagement with wider benefit offerings via nudge communications



ACTION:

Create regional dashboards, organize champion check-ins, and leverage awareness dates.



OUTCOME:

Insights to prove the program is working and to highlight global gaps and opportunities to stay fresh and evolve.

In conclusion

“This playbook leverages nudge’s extensive experience to provide you with the tools and insights necessary to develop a successful financial wellbeing program. By following the outlined five steps, you will be well equipped to implement a strategy that significantly enhances the financial health of your global workforce. Get in touch if you want a member of the nudge team to walk you through the full program-planning experience, so your journey is seamless and enjoyable.”



Jeremy Beament
Co-founder and Director,
nudge

Watch our latest webinar, [‘How to roll out an inclusive program’](#) and discover how leading organizations successfully deliver their global financial wellbeing programs.



Get in touch today

Speak to our experts about your program and start making a real difference for your people.

[FIND OUT MORE](#)



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nudge is the global financial education platform that demystifies money management for all. Drawing on behavioral psychology and data, our platform offers personalized, engaging financial knowledge and skills to educate and delight anyone. A global solution that is unaffiliated with conflicting financial products, our inclusive approach is trusted by hundreds of thousands of people around the world.

nudge is impacting:

 300+ global clients

 100+ countries

 1.7 million lives

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