

Recruiting experts worldwide

Employee “Wellbeing” What does it really mean?



We want more than just “OK”

Rosemary Lemon
Group Head of Reward

ACCOUNTANCY & MA/CONSTRUCT CONTACT CENTRATIONS/EDUCATI HNOLOGY/LEGAL SAFETY/POLICY & OURCES & MINING NGINEERING/HU LOGISTICS/FACILITIES MANAGEMENT/FINANCIAL CIAL SERVICES/SOCIAL CARE/SALES & MARKETI NG/ENERGY/OFFICE SUPPORT/RESPONSE MANA HEALTHCARE/OIL & GAS/ARCHITECTURE/ASSESS & DEVELOPMENT/PUBLIC SERVICES/ACCOUNTAN CY & FINANCE/EDUCATION/PHARMA/CONSTRU NSTRUCTION & PROPERTY/RESOURCE MANAGEM ENT/MANUFACTURING & OPERATIONS/RETAIL/I INFORMATION TECHNOLOGY/SALES & MARKETING RATEGY/BANKIN MARKETING/ENE INING/TELECOMS HUMAN RESOURC TRES/FINANCIAL PHARMA/MANUF HEALTHCARE/AR PROCUREMENT/H UCATION/PHARM TY/CONTACT CEN URING & OPERATI ON TECHNOLOGY NT/HEALTH & SAF KING/RESOURC INSURANCE/ENG RESOURCES/LOG

Who am I ?

- **Joined Hays in February 2015 – here nearly a year**
- Legal & General – 7 years
- Burberry – 2 years
- P&O Nedlloyd – 6 years
- Texaco – 13 years (8 in the business, 5 in HR)
- French graduate – London University



What do we mean by “Wellbeing”?

Physical Health – coughs, colds, aches, strains as well as physical “disability” under the Disability Act.

Emotional Health – everyone has good and bad days but also includes Mental Illness as defined under the Disability Act.

Environment – working space, ambiance, Health & Safety, colleagues, team, manager and also Equality & Diversity.

Financial – confidence in managing finances : money worries are one of the greatest causes of stress.

Learning & Development – ability to reach our potential and be fulfilled in work and life.

Work/Life Balance – What is important to us: our communities, our families, holiday to rest and recuperate.

Everyone is different: however if we achieve the right balance of the above, we have a better sense of “wellbeing”. This allows us to concentrate more at work and be more productive.

Employers want employees who are appropriately fit, engaged, at work and productive.

Employee benefits are expensive : they need to work for a company and be a win:win for both company and employee. They are more than just “standard market practice”.

A few facts : Employee health and why should we care?

131 million working days were lost due to sickness absence in 2013.

Of these:

31 million were due to musculoskeletal conditions;

27 million due to minor illness (coughs and colds;

And

15 million due to stress and anxiety.

Other Issues

People will be working for longer before they can retire : more important than ever to maintain a healthy workforce

A few facts : Financial wellbeing and why should we care?

Financial wellbeing is about successfully managing your economic life.

25 properties are repossessed every day : one every 57 minutes 40 seconds.

54 mortgage possession claims and 37 mortgage possession orders are made everyday.

420 landlord possession claims and 317 landlord possession orders are made every day.

In November 2015 an average of 453 purchases were made in the UK every second using debit and credit cards.

Total credit card debt in December 2015 was £63.35 billion. Per household this is £2,346. For a credit card bearing the average interest, it would take 25 years and 5 months to repay if only the minimum repayment was made each month. If you paid £56 every month it would take 5 years and 5 months.

Based on quarterly figures to end September 2015, the Citizens' Advice Bureaux in England and Wales dealt with 4,098 debt problems every day.

1,121 people a day reported they had become redundant between September and November

Financial wellbeing and why should we care?

- Legal & General's publication "Deadline to the Breadline" showed that on average people only have 29 days' worth of savings if they lost their job (22 days if they have a mortgage).



DEADLINE TO THE BREADLINE BY HOUSEHOLD TYPE:



12 YEARS 9 MONTHS.
Households are saving **£177 per month** on average but it would take almost 12 years 9 months to save one years average UK, gross salary of £27,000*.

*Office National Statistics Annual Hours and Earnings Survey 2013

A few facts : Impact of the “softer” side of benefits

Winston Churchill said, "When you find a job you love, you'll never work again".

Sunday Times “Best Companies to Work For” survey includes a section called “Giving Something back” – emphasises the importance of the social principles of the Company and CSR.

One third of British workers did not take their full holiday entitlement in 2014.

180,000 people signed up to the Cycle-to-Work scheme in 2014, an 11.6% increase over the previous year.

What can we do to make our benefits work better?

Present them properly:

- Don't list alphabetically : you get the Benevolent Fund and Death-in-Service before Pensions and Share Schemes!
- Don't forget your own products.

Health

Philosophy: *Prevention followed by Active Support with co-operation on all sides.*

- Healthy activities and events;
- Health "Lifestyle" indicator;
- Discounts on gyms and fitness centres;
- Health Education;
- Sick Leave and pay;
- Income Protection – with focus on rehabilitation and "Day 1" reporting for key drivers of absence;
- Private Health Insurance;
- Robust process and policies;
- *Employee Assistance Programme.*

Money

Philosophy: *Short, medium and long term savings/ protection for **all times of life** (note demographics)*

- Salary;
- Bonus;
- LTIP;
- Retail discounts;
- Voluntary benefits using Company purchasing power for price reduction;
- Share Plans;
- Company ISA;
- Pension;
- Life Assurance;
- Will writing;
- *Employee Assistance Programme.*

Work/Life Balance

Philosophy: *Respect employee life and interests inside and outside of work.*

- Holidays;
- Flexible working;
- Childcare Vouchers;
- Maternity/Paternity/Adoption Leave;
- Cycle to Work;
- Give As You Earn;
- Volunteering;
- Learning and development / training;
- School governors;
- *Employee Assistance Programme.*

Communication : What can we do?

You can have the best benefits in the world but if you don't communicate them, no-one will know.

1) Make benefits tell “a story”

- Living on the Base State Pension
 - Aspirations for retirement : age they wanted to retire, what they wanted to do with their time
 - Live normally for a week and record all spending
 - £70 for 7 days
 - Start from scratch re food. Have to save for emergencies.
 - How did they feel emotionally? Could they eat healthily? Could they go out?
 - Debrief – what would they do differently
 - Revised retirement age, increased pension contributions, saved more.
- Housing Survey
 - 700 employees
 - Housing concerns
 - Could they meet payments
 - Showed them how they could save on everyday expenditure with retail discount scheme, medium term through shares, long term pension, own products re household insurance

***Get employees' stories,
ask them to blog, post
photos, keep the news
alive – all this takes time
but has little cost attached***

What can we do?

2) Complicated things are better explained face-to-face

There is a time and place for remote communication

- Pensions eg new regulations.
- Tax eg Capital Gains tax on SAYE maturity.
- Lack of clear information externally and hard for employees to know where to go.
- Employees “trust” companies : but give “Information” to allow an informed decision and not “Advice”.
- Duty of Care: especially around pensions where employees are auto-enrolled and have to actively opt out.

3) Make the Admin easy

- “One-stop” shop – human nature means if we have to log out of a site and log in to another or fill out a form, we are less likely to do it.
- This is where electronic systems earn their value.

What can we do?

4) Promote the value

- Total Reward Statements show the total value of all benefits – one number is impressive.
- Design in line with the way you organise the benefits so it makes sense.
- Also an opportunity to explain benefits, provide links, give checklists, state interesting facts.

What can we do?

5) Communicate, Communicate, Communicate!

Don't ignore the value of benefits!

- “I don't understand pension – it is so complicated”
- Apathy – “I just haven't got round to it”
- “I'm too young. That's ages away”
- “I didn't know about that”
- If we communicate it will cost us
- Hold “lunch and learns”, focus groups, remember the importance of face-to-face
- Make it as easy as possible

Thank you for listening!